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Missouri Job Training Partnership Act ANNUAL REPORT

PY 1997





Mel Carnahan
Governor

DIVISION OF WORKFORCE DEVELOPMENT

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Tom Jones
Director

August 23, 1999

The Honorable Mel Carnahan
Governor, State of Missouri
Executive Office
State Capitol, Room 216
Jefferson City, MO 65101

Dear Governor Carnahan,

On behalf of the Missouri Training and Employment Council, I am pleased to present the annual performance report of the Job Training Partnership Act (JTPA) programs in Missouri. The report covers the period of July 1, 1997 through June 30, 1998. It highlights Missouri's continued efforts in providing excellent services for employers and job seekers.

As noted in the report, MTEC is actively involved in improving the Outcomes for the Workforce Development System. These improvements include: 1) managing JTPA programs toward results which will more easily delineate areas for needed improvement and contribute to Missouri's "Show-Me Results"; 2) aligning programs with MTEC's and the Department of Economic Development's Strategic Plan; 3) cooperating with the newly-created Division of Workforce Development to reduce duplication in job training services for a more effective government; 4) expanding the One-Stop Career Center system with the help of our state and local partners; and 5) preparing for the transformations brought about by the Workforce Investment Act of 1998. The Council is optimistic about the benefits Missouri citizens and businesses will realize during this opportunity for positive change.

The Council has also provided support in the collaborative efforts to implement the School-to-Work and Welfare-to-Work grant programs.

The Missouri Training and Employment Council looks forward to working with you as we continue to provide a prepared workforce and growth in economic opportunities for Missouri and its citizens.

Sincerely,

Tom Jones,
Director,
Division of Workforce Development

J. Michael Pulliam
Staff Director,
Missouri Training and Employment Council



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This annual report is mandated by Section 104 (13) of the Job Training Partnership Act and includes:

- 1) a description of the activities conducted during the program year;
- 2) characteristics of the participants;
- 3) information on the extent to which applicable performance standards were met;
- 4) information on the extent to which the service delivery has met the goals of the area for the training and training-related placement of women in nontraditional employment and apprenticeships; and
- 5) a statistical breakdown of women trained and placed in nontraditional occupations, including information regarding:
 - a) the type of training received, by occupation;
 - b) whether the participant was placed in a job or apprenticeship; and if so, the occupation and wage at placement;
 - c) the age of the participant;
 - d) the race of the participant; and
 - e) retention of the participant in nontraditional employment.

EXECUTIVE SUMMARY

Program Year 1997 (July 1, 1997 through June 30, 1998) has been a year of dynamic transformation. Operation of the workforce development system has been characterized by customer-driven product innovation, team-based projects to achieve increasing performance goals, and profound organizational change. The past year saw new workforce legislation and a new proposal for the way workforce services should be provided to citizens. These, coupled with Missouri's unprecedented economic growth over the past several years, have forced Missouri to continue to respond creatively to the challenge of providing high quality services to its customers.

The JTPA Legislation

The Job Training Partnership Act of 1982 authorizes programs that prepare youth and unskilled adults for productive employment. It provides for training to help people with limited income or facing serious barriers to employment to obtain jobs. The Act also provides for employment and training services for permanently laid-off and older workers.

How JTPA is Administered

The Act continues the federal government's commitment to provide assistance to targeted populations. It also increases state responsibility for the general administration of the programs, which are locally implemented.

The Missouri Training and Employment Council (MTEC) meets bi-monthly to discuss, approve, and recommend job training plans, program coordination, service delivery, performance outcomes, and other workforce development issues.

The council provides the Governor with policy advice on strategies to enhance the workforce development system. The Council has significant representation from the private sector, including its chair.

The Division of Job Development and Training administers JTPA and State funds to: 1) provide training for economically disadvantaged youth and adults; 2) establish worker reentry training designed to meet the needs of Missouri employees and employers in a technologically changing economy; 3) help train and find jobs for older workers; 4) provide customized training to meet needs of new and expanding employers; and 5) provide specialized training to potential school dropouts. The Service Delivery Areas (SDAs) are fifteen geographically defined areas in Missouri where JTPA services are available. Representatives of the private and public sectors serve on the Private Industry Councils (PICs). They are responsible for identifying the training needs and designing programs to meet those needs in the Service Delivery Areas.

Outcome Measures

- The Governor has set four outcome measures for the entire workforce development system. They are to increase the:
 - Number of people who obtained jobs;
 - Number of people who moved to a higher wage job;
 - Number of people who obtained jobs and are still employed somewhere after 3, 6, 9, and 12 months;
 - Number of people who moved from below the poverty level to above.
- Continuous improvement targets are recommended by MTEC for each measure

JTPA Performance Standards

- Missouri exceeded all six nationally mandated JTPA Title II adult and youth Performance standards.
- Ten of the fifteen Service Delivery Areas (SDAs) in Missouri met or exceeded all six of the performance standards. This extended a six-year trend in which over half of the Missouri SDAs met all six standards.
- Statewide, the average percent exceeded has been at least twenty percent on the six standards for the past six program years. In PY'92 the overall average percent exceeded was by 21%. For PY'97 it was exceeded by over 37%.
- Missouri also exceeded the nationally mandated Title III dislocated worker performance standard for the ninth year.

Funding

- Total resources available in PY'97 were \$84,652,622—of which \$61,616,722 were allocated to the SDAs under JTPA Titles IIA (Adults), IIB (Summer Youth), IIC (Youth) and III (Dislocated workers), and Welfare-to-Work.
- In addition, there are other federal and state funding sources administered by the Division, often through the SDAs. These funds are generally targeted for specific customers and/or services.

JTPA Adult Programs (Title IIA)

- In PY'97, 5,702 economically disadvantaged adults were served with 2322 completing an activity. Of those completing, 96% were placed in jobs.
- Almost 69% of the adults served received occupational and/or basic skills training either in the classroom or on the job.
- The Experienced Worker program, a program for those age 55 and older, served 301—of which 63% entered employment with an average hourly wage of \$7.09 (*\$.85 more than in PY'96*).

JTPA Youth Program (Titles IIB and IIC)

- In PY'97, 5,980 economically disadvantaged youth were served in the Summer Youth Program (IIB). The majority participated in work experience but 58% were also enrolled in educational activities.

- In the year round youth program (Title IIC), 1,801 economically disadvantaged youth were served with 662 completing—of which 56% were placed in jobs.

JTPA (Title III) Worker Reentry Program and Rapid Response Programs

- Worker reentry and Rapid Response Programs serve workers who are laid off because of business closures or cutbacks and are not likely to return to their previous industry or occupation.
- The Division, through its 15 substate grantees, served 5,687 laid-off workers excluding special grants.
- Of the laid-off workers completing the program, 82% secured employment at an hourly wage of \$10.14 (*\$.76 more than in PY'96*).
- In recent years, Missouri has become one of the leading states in the nation at applying for and successfully obtaining additional JTPA Title III discretionary grant funds to provide training and reemployment assistance for workers permanently laid off.
- Altogether, the Division had 24 active Title III discretionary grants for workers laid off from the following companies: ATCOM, Thomas Hill Mines, Lee Apparel, Silvey Company, Data Storm Technologies, Armour Swift Eckrich, Berg Electronics, Union Camp Corporation, Western Auto, Olin Corporation, and many others.
- In addition to discretionary grants, the Division maintains a separate program

to assist workers laid off as a result of normal business activity. During PY'97, the State's Rapid Response Team worked with 69 companies who were each projecting lay-offs of 50 or more. The Team also conducted 210 on-site meetings with employers, unions, and employees; these activities affected 13,379 workers.

Missouri Youth Service and Conservation Corps

- Missouri is one of several states, which provide funding for young people to participate in community betterment activities, continuing a movement of service dating back to the Civilian Conservation Corps.
- The Missouri Youth Service and Conservation Corps is in its sixth year, and 111 youth were enrolled during PY'97.
- They helped repair and restore public facilities, county roads, and rehabilitate wildlife habitats among other community services.

Missouri Job Development Fund (MJDF)

- In PY'97, MJDF through the Customized Training Program provided assistance to 240 companies, training 4,214 workers in new jobs, and retraining 29,763 current workers. Funding available was \$19,315,646.
- The average wage per worker trained through the Missouri Job Development Fund was \$13.45 an hour.
- The average funding amount per company in PY'97 was \$58,000.

Community College New Jobs Training Program

- The New Jobs Training Program (NJTP) has become a major component in economic development efforts to attract and expand industry in Missouri. Funding available in PY'97 was \$8,000,000.
- The program was a key factor in several companies' decisions to expand in Missouri, such as Procter & Gamble, and Good Humor-Breyers Ice Cream.
- In PY'97, there were 11 new projects with new and expanding companies that created 2,358 new jobs.
- The average trainee wage for the New Jobs Training Program in PY'97 was \$11.58.

One-Stop Career Centers

- 37 full-service sites are operational with internet-based network for customers.
- Self-service tools include job search, labor market information, and job linkage.
- Missouri's One-Stop initiative demonstrates how several state departments, in conjunction with local service providers, can work together to provide a wider range of services to our customers.

Governor's Conference

- Each year, at the Missouri Training and Employment Council's Annual Conference, the Governor's Special Recognition for Excellence is presented for outstanding performance in the workforce development system.
- 15 former participants are recognized for their achievements. These individual stories of courage, hard work and dedication to a goal bring into focus the real purpose of JTPA and help rejuvenate the entire workforce development system

Division of Job Development and Training

VISION

A world class employment training system that provides Missouri citizens the opportunity to achieve their full career and employment potential through high quality and satisfying jobs and provides Missouri's employers with a competitive work force.

WORKFORCE DEVELOPMENT SYSTEM OUTCOME MEASURES INITIATIVE

Governor Carnahan addressed the Missouri Training and Employment Council's Planning Committee on February 20, 1997. During that address, he directed MTEC to develop outcome measures and targets to assess the effectiveness of Missouri's Workforce System. This marked a fundamental shift in the method used to evaluate workforce development's effectiveness.

Previous measures of success included completion of training, graduation from a program, or other similar measures. The system counted people served in various activities and tracked whether or not they were successful in that activity. Although some programs counted the number of people who got a job or the wage earned, this information was accumulated separately for each program and often resulted in the same person being counted multiple times. The Governor wanted a true picture of the number of people assisted through the workforce development system who actually were successful in getting a job.

To meet this need, the MTEC Planning Committee established the following outcome measures for people who received any type of assistance through the workforce system:

- The number of people who obtained jobs;
- The number of people who obtained jobs and are still employed somewhere after 3,6,9, and 12 months;
- The number of people who moved to a higher wage job;
- The number of people who moved from below the poverty line to above the poverty line; and
- Return on investment.

Through a collaborative effort of the five state partner agencies (the Department of Job Development and Training, the Department of Social Services, the Department of Labor and Industrial Relations, the Department of Elementary and Secondary Education, and the Coordinating Board for Higher Education), the University of Missouri's Department of Economics began the work of aggregating and analyzing information from the entire system. For the first time, data was collected that showed how many Missourians who had used the workforce system got a job, remained employed, got a job at a higher (better) wage, and moved above the poverty line.

MTEC will now be using this data for future years' performance as Governor Carnahan requested. As the project proceeds, information will be available to assist individuals in obtaining employment. Also, the University of Missouri project will develop a return on investment model that will show the benefits of the workforce development system to individuals and to Missouri.



JTPA PROGRAMS IN MISSOURI

Adult and Youth Training Program (Titles IIA and IIC)

JTPA authorizes training activities designed to help economically disadvantaged adults and youth obtain and retain employment. The Division works with and allocates funds by formula to 15 SDAs. These service delivery areas constitute the primary delivery units for the JTPA programs. Through the locally administered year-round training program, 7,503 economically disadvantaged adults and youth were served in Program Year 1997. Of those served, 5,702 were adult participants and 1,801 were youth. Adults completing the program totaled 2,322 and youth totaled 842. Of these, 96% of adults and 78% youth were placed in a job.

An array of JTPA services provides participants with the opportunity to become a part of Missouri's economic future. Types of service may include:

- Assessment and counseling;
- Basic skills and remedial training;
- Classroom occupational skill training;
- On-the-job training;
- Training customized to specific employers;
- Job search assistance;
- Work experience; and
- Job readiness skills training.

As the chart indicates, the Adult and Youth Training Programs successfully served Missourians with special needs.

PARTICIPANT CHARACTERISTIC Title IIB		
	Adult	Youth
Female	74%	62%
Minority	35%	35%
Dropout	18%	38%
TANF Recipient	37%	27%
Food Stamp Recipient	68%	45%
Single Parent	56%	34%
Reads Below 9th Grade Level	18%	30%

Summer Youth Employment Program (Title IIB)

The Summer Youth Employment Program provided meaningful work experience to economically disadvantaged youth age 14-21. During the summer months, youth are given an opportunity to improve their academic skills, learn more about the world of work, gain maturity, and earn income.

At summer's end most participants returned to school, while others found jobs or enrolled in the year-round training activities. In PY'97, 5,980 youth were served, of which 58% were in educational activities.

PARTICIPANT CHARACTERISTIC Title IIB	
Female	47%
Minority	47%
Full-time Student	92%
Single Parent	2%

Targeted Education Programs (Titles IIA and IIC 8%)

The purpose of the Targeted Education Programs is to provide services that enhance the employability of persons who might not qualify for help through established job training programs.

Three programs are targeted at serving adults and youth in special circumstances:

1. Non-traditional Employment for Women programs provide wider opportunities for women and incentives to train and retain women in nontraditional fields.
2. School-to-Work Transition programs serve dropouts or potential dropouts by providing remedial education, counseling, assessment, and vocational training.
3. Mandatory Employment and Training Programs provide services in both rural and metropolitan areas ranging from on-the-job training, classroom skill training, and job search assistance.

The three target groups include people on welfare rolls, school dropouts and potential dropouts, and adults and youth needing to improve basic skills.

The programs are administered through JDT and the Employment and Training Section of the Department of Elementary and Secondary Education. Services are provided by selected program operators in 15 Service Delivery Areas throughout Missouri.

Experienced Worker Program (Titles IIA 5%)

The Missouri Experienced Worker Program (EWP) provides training and job placement assistance to individuals age 55 and over who meet income eligibility criteria. Statewide, services include job search assistance, part-time or full-time OJT, and referral to vocational training. Employers benefit from hiring a mature employee who knows what it is to succeed in a job. Funding available in PY'97 was \$659,877.

The Division is an active member of the Missouri Senior Employment Coordinating Committee, which assists in the organization of services to older Missourians, including those provided by the Missouri Division of Aging and the Title V Senior Community Services Employment Program. The table below summarizes the JTPA Experienced Worker Program in PY'97.

Program Outcomes- Experienced Worker Program	
Total participants	301
Placement rate	61%
Placement wage	7.09*

* \$.85 more than in PY'96

JTPA Worker Reentry Program and Rapid Response Programs

Rapid Response and Worker Reentry Programs serve laid-off workers who are not likely to return to their previous industry or occupation due to business closures or cutbacks. Rapid Response services begin when the state dislocated worker contacts a company prior to layoff. Meetings are scheduled with the company, union officials, and affected workers. At these meetings, state and local staff provide information regarding programs and services designed to lessen the impact of a layoff and help return affected workers to productive employment. Other agencies which assist JDT staff in Rapid Response include: the Department of Economic Development, Division of Employment Security, University of Missouri Extension, AFL-CIO State Labor Council, and local Work Connections Career Centers.

Worker Reentry Program (WRP) services include assessment and testing, job search assistance classes, career counseling, supportive services, classroom, occupational, and on-the-job training.

The table below summarizes the Worker Reentry Program and Rapid Response activities for PY'97.

Program Outcomes- Rapid Response and Worker Reentry Program	
Number of laid-off workers served	5,687
Amount of funds available	\$11,502,155
Completion percentage	82%
Average hourly wage	\$10.14*

* \$.76 more than in PY'96

Missouri provided several special grants in PY'97 to assist dislocated workers as follows:

- An additional \$10,782,538 of JTPA Title III National Reserve Account discretionary funds were secured to serve 3,095 workers laid off at the following companies: U.S. Army Aviation and Troop Command and National Super Markets, Inc., in St. Louis; Lee Apparel in St. Joseph; Armour Swift Eckrich, Transworld Airlines, Berg Electronics, Union Camp Corporation, Western Auto, and Olin Corporation in Kansas City; Thomas Hill Mines in Thomas Hill; Silvey Insurance Company, and Data Storm Technology in Columbia.

The Title III Governor's Reserve Funds (40%) provided training and rapid response services in PY'97 as follows:

- Approximately \$670,000 of Governor's 40% funds were used to enroll 499 laid-off workers in vocational training and education classes.
- The Division's Rapid Response Team assisted 69 companies that laid off more than 50 workers each. A total of 210 Rapid Response meetings were held for more than 13,379 dislocated workers.
- Approximately \$2,454,027 in Governor's 40% funds were provided to local SDAs to develop Career Centers in the movement toward a One-Stop Employment and Training System.

Missouri Worker Profiling System

The Missouri Worker Profiling and Reemployment Services System (WPRS) electronically links local Employment Security offices, Title III service providers, and the Unemployment Insurance (UI) system.

The Worker Profiling System identifies workers likely to exhaust UI benefits before finding new employment and refers them for additional reemployment services. During PY'97, 1,838 workers were referred for additional basic readjustment services through the WPRS system. Job placement was provided to 298 individuals who completed the program.

This linkage of service providers was enhanced in PY'96 by the purchase and installation of computer equipment from a special United States Department of Labor (USDOL) grant of \$1,291,721. These funds provided 186 personal computers and 21 printers in Employment Security offices and 116 computers and 60 printers in the JTPA Title III Career Centers. This equipment provides the profiled workers with access to self-help services (such as resume preparation, America's Job Bank, and Missouri Works) as well as links to the service providers.

Increased dislocations from trade impacted companies have identified the need to further develop a system that integrates and coordinates Title III and NAFTA/TAA services. A Title III Dual Enrollment Grant was received for \$1,218,000 to develop this system.

These grant funds will provide staff cross-training, develop joint intake, assessment and tracking tools, and provide the trade-impacted workers with services not currently available through NAFTA/TAA. This grant is projected to serve 1,500 workers during its 18-month operating period.

Missouri Youth Service and Conservation Corps

The Missouri Youth Service and Conservation Corps (MYSCC) combines community service and conservation promotion with work experience, training, and educational activities for participating Missouri youth. A preference for enrollment is given to high school dropouts and those determined to be at risk of dropping out of school. Through MYSCC participation, young people gain skills through subsidized employment, which are transferable to unsubsidized employment, as well as postsecondary education opportunities.

Emphasis is being placed on MYSCC support of the continuing education for participants during and after the Corps experience. Eligible applicants for projects funded with JTPA Title IIA (8%) are encouraged to include post-service tuition vouchers to be awarded to corps members who obtained General Education Development (GED) certification while enrolled at MYSCC.

Each Title IIA (8%) funded MYSCC project and component will feature educational opportunities, particularly for economically and educationally disadvantaged young people, with post-service benefits in employment and continuing educational opportunities.

Funding for MYSCC activity ranges from federal resources, including JTPA, to contributions from the Department of Natural Resources, and other local sources.

JDT approved five MYSCC projects with the Private Industry Councils (PICs)/Administrative Entities (AEs) in SDAs 4,8,9, and 14 during PY'97. The table below summarizes information for the Missouri Youth Service and Conservation Corps for PY'97.

Program Outcomes-MYSCC	
Number of Corps members served	111
Number entered employment	33
Average hourly wage	\$6.46*

* \$.92 more than in PY'96

Missouri Veterans Preference Law

The Missouri Veterans Preference Law (RSMo 285.235 and 285.237) requires any federally funded employment and training program include a priority system when providing services to veterans. The legislation also states that qualified applicants shall be referred to job openings and training in the following priority:

1. Special disabled veterans;
2. Target-specific veterans;
3. All other veterans;
4. Other eligible persons;
5. Non-veterans

The table below is a breakdown of veterans and other eligible persons serviced by the Division of Job Development and Training in all of its fully or partially federally funded programs in PY'97.

	Special Disabled	Targeted Specific	All other Veterans	Other Eligibles	Non-Veterans
Total participants	12	747	789	46	14,786
Total terminations	9	633	593	38	10,707
Entered unsubsidized employment	3	328	345	25	6,041
Total activities*	25	1806	1986	121	40,824
Classroom-occupational training	3	287	351	29	6,212
On-the-job training	1	18	38	0	642
Other educational training	0	37	69	2	2,483
Job search activities	4	239	252	11	4,052
Work experience	0	1	7	0	982
Other	17	1214	1263	79	26,344

*The same veteran or eligible person may be enrolled in more than one activity.

Missouri Job Development Fund (MJDF)

The Missouri Job Development Fund, through the Customized Training Program, provides assistance to train eligible persons for newly created jobs with new and expanding business. This program also helps retain existing Missouri jobs through the retraining of workers made necessary by new capital investments.

Customized training includes classroom training, on-the-job training, and task oriented profiling. Training can be provided by a private institution, an area vocational/technical school, community college, training vendor, or an employer's internal trainer.

In PY'97, \$15,075,000 was available through the Missouri Job Development Fund (MJDF) to provide flexible, employer-specific training. The Department of Elementary and Secondary Education (DESE) provides an additional \$5 million for classroom training.

In Program Year 1997:

- Task Oriented Profiling (TOP) was provided to 9 companies, profiling 191 occupations.
- Through the MJDF, the Division helped train 4,214 Missourians for newly created jobs, and retrain 29,763 Missourians.
- The Division funded 240 customized training projects with Missouri employers to train 33,977 workers in on-the-job and classroom skill training activities. MJDF funds were used exclusively for these projects.

- In addition, 29,551 participants were served by DESE in classroom skill training for 213 employers using funds earmarked for customized training.
- The Division and DESE jointly funded 125 projects.
- Customized training provided assistance to a variety of industries, including electrical and electronic equipment manufacturers, communication, printers and publishers, business services, and food processors.

New Jobs Training Program

The New Jobs Training Program also offers state assistance to companies to train workers in newly created jobs in Missouri. The training assistance is funded through certificates that are repaid by a portion of the newly created jobs' state employer withholding tax.

Training provided through the New Jobs Training Program includes adult basic education, classroom skills training, skill assessment, pre-employment training, and other training related activities.

The Department of Economic Development and JDT work with the community colleges to market the program, and JDT reviews program applications for approval.

PY'97 saw 11 new projects with new and expanding companies resulting in 2,538 new jobs being created—at an average wage rate of \$11.58 per hour.

Mandatory Employment and Training Programs

The U.S. Department of Agriculture modified its previous Food Stamp, Mandatory Employment and Training Program to target those individuals who were receiving Food Stamps and were classified as ages 18 through 50, able bodied, and without dependents (ABAWDs). The Division contracted with the Division of Family Services to provide Employment and Training Services to this targeted group.

\$150,000 was provided by the U.S. Department of Agriculture (USDA) to enhance accessibility to employment and training services for Mandatory Employment and Training Program (METP) eligible Food Stamp recipients.

Nine SDAs provided services in both rural and metropolitan areas. Services ranged from on-the-job training, classroom skill training, and job search assistance. In PY'97, 224 food stamp recipients enrolled in METP with 119 getting jobs.

Junior Staff Program

The Junior Staff Program is a coordinated youth training program between the Missouri Division of Youth Services (DYS), JDT, and local PICs. It is implemented locally by JTPA AEs, service providers, and DYS staff.

Youth participating in the Junior Staff program are provided supervised work experience at the DYS residential facility and also serve as peer mentors. Students can also be placed at public not-for-profit community organizations or,

after assessment, enrolled into JTPA funded educational and training programs. In PY'97, the program funded 614 youth statewide and had an 81% success rate.

Follow-Up

To monitor the quality of job placement and the success of participants, a system of matching unemployment insurance (U.I.) records with JTPA records was conducted for adult participants the second calendar quarter after completing their Title II-A locally funded JTPA program. The process requires that records from the JTPA system are matched against the U.I. system and those individuals who have reported earnings of \$103 or more (minimum wage times twenty hours) are considered to be "employed".

The results indicated that most participants had earned wages during the quarter, and that those earnings were significant. (The results of the data match are indicated in the following chart:)

<u>ITEM</u>	<u>TOTAL</u>
Total records	2,851
Number with earnings above \$103	1,923 (67%)
Number with earnings below \$103	928 (33%)
Average Quarterly Earnings	\$3,108.37

While the Unemployment Insurance match process verifies information only after the lapse of two calendar quarters, the data is significantly more reliable than the "Follow-up" calling system previously used for the JTPA system.

ONE STOP FOR THE DELIVERY OF WORKFORCE DEVELOPMENT SERVICES

The Missouri Workforce Initiative Networking System (WINS) is a networked system of workforce development centers designed around several key principles. First, a new approach to broaden the partnership of state agency staffs representing programs related to workforce development and this partnership must be promoted and assured at the point of local service delivery. Also, the principles of leadership, partnership and devolution of decision making down to the local level could be used to accommodate a new approach to decision making and governance. A strategy that provides for locally developed and locally driven decisions also permits local delivery staffs, as internal customers of state agencies, to develop a system to meet locally tailored needs.

Workforce Development Center Governance is in Place

The new governance structure included a strategy to broaden both the state and local partnership of workforce development services. This involved the formation of the One-Stop Executive Team at the state level and, at the local levels, the Interagency Team. The Executive Team is composed of directors at the division level of one-stop partner agencies, as well as representatives of the private sector, and members selected to represent a key variety of local agencies. The Team provides the state level leadership for implementation strategy and policy development and implementation guidance as well as policy development and administrative oversight of the grant program.

At the local level, each local labor market area (there are fifteen in Missouri) was required to establish a local Interagency Team. This local team is composed of representatives of the local administrative offices for programs funded by state level agencies, including private sector and local economic development representatives. The local Interagency Team provides local leadership for implementation strategy and policy development, implementation and guidance, as well as administrative and managerial oversight of the grant program. Most significantly, the role of the Interagency Team is to determine original site selection and establishment of service delivery offices or sites.

One-Stop Workforce Development Center Sites are Established

In the early phases of grant program implementation, the local Interagency Team was required to determine the physical location and on-site design of two types of workforce development center sites. One type, the full-service one-stop sites, are designed to offer customer access and service by the full array of partner agency programs, including selected core services, intensive services and a locally designed array of related workforce development services. A second type, one-stop satellite sites were also designated. Satellite sites are partial service specialty centers where partial access to workforce development services is available. However, the distinguishing feature of satellite sites is that they are linked electronically by computer access to the full-service one-stop sites at other locations in the labor market area. The



precise community location and contact information for Missouri's one-stop full-service and satellite sites for each labor market area is shown on page 15.

Core Services and Intensive Services are Being Provided

There currently are two different levels of core service access being implemented at one-stop sites. One being that set of core services encouraged by the grant program implementation strategies. The other being a set of core services which now is required under the newly-passed Workforce Investment Act (WIA). Each full-service site has been required to establish a resource room, or area, that provides this customer access to a universal population (all customers).

Although the key access element for each resource room has been that of access to the Internet as a part of the job search experience, resource rooms also include a wide array of additional customer access features.

In addition, the establishment of full-service one-stop sites has involved the encouragement and training of staff capacity to provide a customer friendly and customer focused atmosphere that includes accommodating customer choice, integrated service delivery and accountability in service provision and performance. All full-service sites already also provide general intensive services such as individual career counseling, specialized testing and assessment, and customized intensive services.

An Operational and Leading Edge Network has been Constructed

A goal of Missouri's One-Stop Career Center System was to establish it as the "universally recognized source for in-

formation and system access whenever labor market, career information and work force development access was needed by anyone." To accomplish this, Missouri's One-Stop Centers, have been linked through an Internet based network called Missouri WORKS!®, which gives users the ability to access over 5,000 Missouri job openings, over 120,000 Missouri job seekers and a wealth of state specific Labor Market Information at the touch of a few keystrokes. It also hosts the Missouri WINS and The Missouri Occupational Information Coordinating Committees homepages and, with the added features of a secure Intranet, enables One-Stop staff to access key information about the people that they are serving.

Missouri WORKS!® also provides the gateway to a set of USDOL tools, entitled America's Career Kit, which consists of America's Job Bank (AJB), America's Talent Bank (ATB), America's Career InfoNet (ACI) and America's Learning Exchange (ALX). This access broadens Missouri's One-Stop System to give it a broader, national perspective. These innovative tools allow customers to gather critical information as it relates to career exploration and occupational qualifications so as to provide customers the ability to make well-informed career decisions on their own.

Increased Accountability for Program Performance and Service

The statewide transition of the system has included a significantly heightened interest in program performance and established an unprecedented procedure to measure system outcomes: the Governor's Outcome Measures described earlier. In addition, the Missouri WINS Customer Focus Team is pilot testing a standardized survey for

completion by job seekers to establish benchmarks for measuring their satisfaction with One-Stop services. According to initial information, One-Stop customers were very pleased with the customer-focused atmosphere and attention given them by staff. The survey indicated up to 98% of customers satisfied with the sincere interest shown in their needs. Customers also reported that there were enough staff available to answer their questions and they were able to obtain all information and services they needed without having to ask more than one person. Up to 98% were satisfied with the availability of staff and up to 96% were able to obtain useful information from just one person. All of these satisfaction measures exceeded the goals established before the survey process was implemented. While these results are preliminary, they provide an encouraging picture of the potential impact of establishing a one-stop service delivery approach.

Missouri WINS and WIA

The Workforce Investment Act (WIA) of 1998 legislates a potential environment where some conditions of the current Missouri WINS system may change. The new law requires an expanded array of one-stop partners, thus state and local governance may change. While the grant program required the collaboration and site delivery of five major programs and core services emphasizing customer access to information, the new law requires at least twelve mandatory programs with their associated services and permits other voluntary one-stop partners. The grant program required local Interagency Teams to be established and allowed their designation of one-stop site locations. The new law, however, requires the

establishment of a local Workforce Investment Board and authorizes that board with site designation authority and discretion under selected criteria to establish site locations.

The One-Stop Career Center System Implementation grant program emphasized customer access to information and core services under partner agency programs. The new law serves to further integrate service delivery by requiring specific core services to be delivered as a collaboration of the agencies present at the site. Moreover, these services are clearly delineated as requirements for core services that must be universally accessible, intensive services for those customers determined eligible for agency programs at the site, and training services distinct from those core or intensive. Accountability is also significantly strengthened under the new law. Outcome measures will be of two types: those permitted by the existing Governor's outcome measures and additional measures required by the new law.

In summary, continued collaboration is deemed critical to the effective implementation of the new law and the continued funding of these important services to Missouri citizens. There is a need for ongoing integrated changes resulting from WIA to support the existing one-stop system as it transitions to the new requirements. There is a need for more focused and ongoing training and technical assistance, more innovation in program and policy development, ever more public education and training and the basic state agency support of administrative management, fiscal support, monitoring, oversight and accountability reporting.

MISSOURI WINS ONE-STOP SITES BY TYPE

FULL SERVICE SITES:	
Missouri Division of Employment Security (Job Service) Offices	21
Work Connections Job Training Partnership Act Offices	14
Community College location	1
State University location	1
Total	37

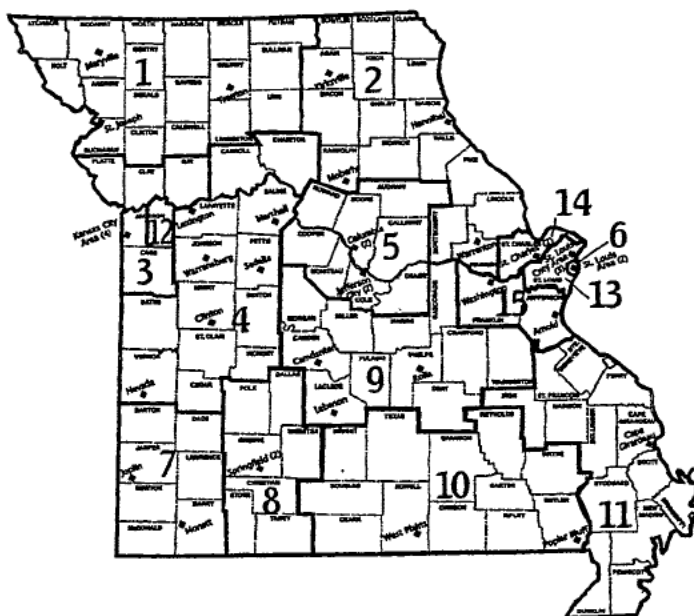
All Full Service Sites are now One-Stop operational, under implementation grant requirements for Internet access. Common Intake and Case Management is incomplete but is being implemented. Two offices are under construction. Four of the original 41 full-service sites under development were not completed and now effectively serve as satellite sites.

Note: all 37 full-service One-Stop sites provide the full array of program access to services from the Division of Vocational Rehabilitation using itinerant service scheduling and mobile computer access. This includes four prior full-service sites.

SATELLITE SITES:	
Employment Security Offices	18
Community Action Agencies	17
Work Connections Centers	21
County Division of Family Services	49
Community Colleges	10
State Universities	5
Community Education Centers	23
Vocational Rehabilitation	8
Area Vocational Technical School	21
Community Organizations	12
Total	184

All satellite sites planned for completed operational installations before the end of February 1999. Approximately 6 are currently incomplete.

Note: Satellite sites are "partial service specialty centers" which do not provide the complete array of services accessible at full-service sites. However, they do provide Internet access to the U.S. Department of Labor and state job search assistance products and are a part of the whole workforce development network.



**FULL SERVICE SITES
WITHIN LMAs**

NON-TRADITIONAL EMPLOYMENT FOR WOMEN

JTPA requires special targeting to provide wider opportunities to train and retain women in nontraditional fields and to maximize federal resources to train and place women in nontraditional employment.

“Nontraditional employment” refers to occupations where women comprise less than 25% of the occupation’s workforce. Employment in traditionally male occupations often leads to higher wages, improved job security, and better long-range opportunities.

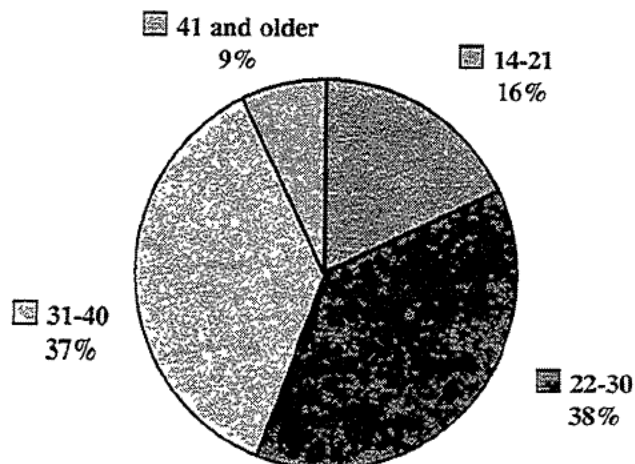
The Division worked with the Missouri Women’s Council to implement programs in coordination with the PICs. In PY’97, 128 women participated in training in nontraditional occupations using Title II funds. Seventy-six (76%) of the women were between the ages of 22 and 40, and 13% were minorities. By the end of PY’97,

55 had terminated to employment in a training related field. The wages at employment ranged from \$5.15 to \$11.98 per hour, for an average of \$7.61 per hour (\$*.12 more than last year*).

Nontraditional Training by Occupation Job Title Categories — PY’97	#	%
Production, construction, operating, maintenance, and material handling	31	25%
Professional and technical	22	17%
Machinists	28	22%
Service and sales	20	16%
Educators, arts, and health related	11	9%
Business and administrative support	11	9%
Agriculture, forestry, fishing and related	3	2%

Terminated to Employment Job Title Categories—PY’97	#	Placement Wage
Production, construction, operating, maintenance, and material handling	11	\$6.75 - \$10.50
Professional and technical	2	\$6.70 - \$7.00
Machinists	26	\$5.15 - \$10.32
Service and sales	9	\$5.15 - \$11.98
Business and administrative support	5	\$5.15 - \$8.00
Agriculture, forestry, fishing and related	1	\$5.15
Educators, arts, & health related	1	\$5.15

Nontraditional Participants by Age



SCHOOL-TO-WORK

The Missouri Department of Elementary and Secondary Education and JDT have identified that a successful School-to-Career program is one where participants remain in school, graduate or obtain their GED, attain practical and theoretical knowledge of work, obtain employment, and/or pursue post-secondary education.

Missouri's Community Careers System, the State's federally approved School-to-Work initiative, is designed to give local partnerships as much flexibility as possible, while providing the necessary state-level guidance and assistance. Missouri's Community Careers System receives day-to-day guidance from the StW Management Team, an interagency body consisting of representation from the Division and: Department of Elementary and Secondary Education, Department of Labor and Industrial Relations, Division of Employment Security, Division of Family Services, and the Coordinating Board for Higher Education.

The implementation award is for a total of \$23.7 million over five years. The first year's grant is \$4.6 million and the first round of local contracts was awarded to 18 local partnerships on July 1, 1997 for approximately \$2.6 million. There are also 13 regional partnerships awarded contracts on May 1, 1997. In addition to the Division serving as a member of the State Management Team, JDT will provide monitoring services for the 15 regional partnerships (which geographically mirror the JTPA service delivery areas), and 57 local partnerships. Systematic delivery of

this initiative is provided: 1) at the state level, through the interagency School-to-Work Management Team; 2) in each of the Labor Market Areas, through their regional partnerships; and 3) at the local level through partnerships which bring together parents, students, businesses, education, representation of the overall workforce development efforts, social and community service providers and other interested parties.

Local partnerships provide the "hands on" delivery of Missouri's Community Careers System for the student/learner populations. Students and their parents are provided with objective information about career options, educational opportunities, and the student's interests. Students will be exposed earlier in their schooling to the market demand for various skills, and learn about career opportunities in their areas of interest so they can make wise education choices. Students leave high school prepared for the future, whether it is a job, technical training, or post secondary education.

WELFARE-TO-WORK

The purpose of the Welfare-to-Work (WtW) grant program is to assist long-term recipients of cash welfare benefits (known as Temporary Assistance to Needy Families or TANF, which replaced the Aid to Families with Dependent Children [AFDC] program) move to economic self-sufficiency through permanent, unsubsidized employment.

Activities provided in the Welfare-to-Work grant program are designed to move eligible individuals into the workforce and off the welfare rolls. Allowable program activities include work readiness information and education, work experience/community service, on-the-job training, job creation through public and private wage subsidies, placement and post-employment services and job retention services. Basic education and vocational skills training may be provided following employment if needed.

The program is offered by the Missouri Department of Economic Development through its Division of Job Development and Training and local Private Industry Councils, working in coordination with local Division of Family Services and Division of Child Support Enforcement staff in fifteen (15) Service Delivery Areas throughout the State.

The WtW grant program served 258 individuals from the initial receipt of grant funds (April 1, 1998) through September 30, 1998. The State projects it will serve 8,750 individuals for the period October 1, 1998 through September 30, 2001.

Of those, 5,533 will be employed in unsubsidized jobs, and 2,630 of those will have been employed for six months at the end of this time period.

Mission Statement

The mission of the Division of Job Development and Training is to build, improve, and sustain a competitive work force in the State of Missouri for a dynamic economy, job growth and a higher quality of living for all Missourians. The Division will strive to meet the needs and exceed the expectations of our customers by providing:

- ***Leadership*** in Missouri's employment and training system;
- ***policy development, research, and interpretation*** for federal and state programs to maximize program effectiveness and flexibility;
- ***planning, management, and evaluation*** for the continuous improvement of the job training delivery system;
- ***a commitment to service excellence*** through the ongoing professional development of staff throughout the job training system;
- ***technical assistance, supervision, and monitoring*** for compliance with state and federal mandates;
- ***partnerships*** to optimize job training resources; and
- ***quality employer-based training programs*** that are responsive to the employer and assist in the Department of Economic Development's effort to attract and retain jobs in Missouri.

The Missouri Training Institute

(MTI) is JTPA-

funded with

through a con-

tract with the



Missouri Division of Job Development and Training. As a part of the University of Missouri-Columbia College of Business and Public Administration and the University Extension Division, MTI provides training and professional development services to Missouri's workforce development system. Some of the accomplishments of MTI during PY'97 were:

- Merged with the Institute for Executive Development, with the goals of developing a more efficient organization and diversified services and customer base.
- Provided professional development opportunities to approximately 10,500 individuals in over 400 separate training events during the past year.
- Completed work on a special project for DOL to develop training to be delivered via computer-based multi media. The project earned MTI a Certificate of Excellence from DOL.
- Developed a DOL Quality and Continuous Improvement training academy for trainers from all 31 states.
- Coordinated the Governor's Annual Workforce Development Conference, with nearly 1,000 staff, PIC members, and others involved in job training in Missouri. The event offered nearly 40 workshops involving more than 70 speakers from across the country.

Voucher Pilot Program

JDT is sponsoring a pilot program to increase customer choice concerning services received. This effort is based on experiences of other states, SDA2's JTPA Title III Individual Career Management Account grant program, and feedback from worker, school program staff, and employer focus group meetings.

Vital to the success of this pilot program is inter-agency cooperation. With the help of representatives from SDAs 2, 3, 4, and 12, the Department of Elementary Education, the Department of Labor and Industrial Relations-Division of Employment Security, and JDT, a team was formed to develop this program. Several programs are included in this pilot reemployment project.

Certain customers from the Trade Adjustment Act (TAA) program, the JTPA Title II-A 77% and Title III programs, and the JTPA Title III/TAA Dual Enrollment grant program will be offered reemployment assistance using this process.

The innovative components of this pilot center on three elements:

- Development of the Individual Training Account system based on focus group information from workers, schools, employers, and program operators;
- Developing a school consumer report guide; and,
- Giving the customer greater "ownership" of their re-employment effort.

SDA INNOVATIONS

The Missouri WINS Workforce Development Center



In St. Joseph, the whole community has responded to the challenge of increasing the number of people who complete high school equivalency diploma through the General Educational Development (GED) Program.

About six years ago, EOC Community Action, a Job Training Partnership Act subcontractor, joined forces with the Adult Basic Education department of the St. Joseph School District, to establish an on-site GED classroom at EOC. The goal at that time was to help a dropout "earn while you learn", studying for a GED diploma while gaining entry-level job experience. EOC supplied the classroom space, and ABE supplied the teacher at no cost. A belief in the joint program prevailed, and soon adults were attending the class as well as youth.

EOC/Work Connections helped create the Workforce Development Center in August, 1997. The number of people who registered for the GED study at the Center has blossomed to a record 150 from September 1997 to June 1998, and 42 of those students earned their diplomas during that time period. Eleven scored scholarship level, and many have decided to continue their education and training, some in short-term courses and others at four-year institutions. The rest have obtained employment. The Center's site has become so popular that ABE added to the staff.

In June 1998, ABE held its GED graduation of 355 graduates! Subsequently, the Profit in Education (PIE) Program, sponsored by the United Way of St. Joseph, had 185 of their business members agree to hire only people with high school diplomas or GEDs. We believe this community attitude, added to the resolve of the St. Joseph district, has reduced our high school dropout rate from 26.5% in 1992 to 13.5% this past year! It takes a community to raise a standard.

The Hannibal Area School-to-Work Transition Program



designed and is administered by the Private Industry Council, approved and submitted by the SDA 2 One-Stop Interagency Team and jointly operated by the Hannibal Area Vocational Technical School and Gamm Incorporated, the Private Industry Council's Work Connections operator in Hannibal.

In Program Year 1997 eight At-Risk, Hannibal area high school students and twenty-five young persons who dropped out of school or have literacy barriers to employment have received hands on job experience with Hannibal area employers through the School-to-Work Transition Program.

In addition to these training jobs, program participants who are still in school have received School-Based Learning services from Hannibal Area Vocational Technical School and Work-Based Learning services through Gamm. The GED is received through the Hannibal School District-

sponsored Adult Basic Education program, and taught, in part at the Work Connections Center by ABE certified Gamm staff. Twenty-seven Hannibal area youth successfully completed the School-to-Work program in Program Year 1997. Sixteen of these have earned unsubsidized jobs. Educationally, program participants have also succeeded: seven of the At-Risk students graduated High School, and five school dropouts received their GEDs.

The basic and occupational education component of the School-Based Learning includes instruction in basic and remedial education for at-risk participants and specific vocational training based on the students' occupational goals. The work readiness component includes labor market information, career exploration, decision making, pre-employment skills, life skills and work maturity skills training. In school participants spend 18 hours per week or more in work-based activities (depending on school schedule and academic progress). Of this time at least two hours a week is spent in Work-Based Learning classes. Out of school participants may spend up to 40 hours a week in work-based activities of which 5 hours a week is in Work-Based Learning.

Employers have substantial input in customizing the Work-Based Learning curriculum, but in general it includes such components as: workplace literacy, workplace math, workplace communications, workplace safety, workplace ethics, problem solving employer/employee relations customer service and employer specific skills and knowledge.

Full Employment Council—Sprint Corporation Call Center

SDA
3

When Sprint began the process of establishing and staffing a new call center in Kansas City's urban core, (where unemployment exceeds 14 percent) its vision was to make the center at 18th and Vine primarily an employer of local residents. One of the company's first moves was to partner with the Full Employment Council.

FEC developed a recruitment strategy for Sprint's needs and held hiring fairs and on-site interviews. Sprint and FEC held joint interviews with potential employees as well, with FEC screening applicants and Sprint conducting job interviews.

The up-front coordination resulted in more than 700 applicants for the 60 available jobs. More than 350 applicants were qualified for the position. For those who needed specific training, the FEC paid for trainees to participate in a specially designed six-week customer service call-center training through the Business Technology Center of the Metropolitan Community Colleges.



Before the 18th and Vine center opened, Sprint provided four to six weeks of training at its suburban Lenexa location. FEC arranged and paid for trainees' transportation to the Lenexa site. In addition, all new hires also attended a 14-day in-house training session at Sprint.

More than 90 percent of the new hires resided in the urban core, which exceeded the two-thirds goal Sprint had established at the beginning of the project. Approximately half of the new call center employees were former recipients of public assistance. New employees were hired beginning at \$7.45 per hour with full benefits. The 90-day retention rate for employees stood at 83%—above the normal 50 to 60 percent turnover for call centers, and far above the 20% retention rate at Sprint's Lenexa call center.

The retention rate was bolstered by the initial planning between Sprint and the Full Employment Council, and the commitment of the company to a recruitment, training, and placement strategy that effectively screened and prepared potential employees for all aspects of the new job.

The St. Louis City One-Stop



Team collaborated on a video describing one-stop locations and services in the City of St. Louis. Since the City has two primary locations and 22 satellite sites with varying services available at each, the one-stop team thought that a short video describing services to our customers should be available at each of our locations and could also be used as a marketing piece with employers.

Throughout the process, the one-stop team was involved. They assisted in the development of the bid specifications, reviewing of the bids, writing of the script, and final edits.

What we now have available for each site is an informative video for both participants in our workforce development programs and for employers hiring our program completers. The video is also being used in orienting front line staff to the one-stop system and the common referral and application process.

SDA 7 Program Year Highlights



The SDA 7 Board of Directors unanimously voted to pursue total co-location of the SDA Administrative Entity with their partners at the Division of Employment Security. The ES facility was determined to be the most logical site for the continued and progressive One-Stop efforts in southwest Missouri.

Initially, the staff members of ES and the PIC will co-locate, with expectations that the other One-Stop partners, including Voc Rehab and the Division of Family Services, will ultimately join together under one roof, to best provide true One-Stop services to the residents of southwest Missouri.

Other co-location efforts have been accomplished in the outer counties of the 7-county SDA, through cooperative agreements with DFS, ES, and the Ozarks Area Community Action Corporation (OACAC). Through early agreements established by the parameters of the One-Stop initiative, SDA 7 has been "ahead of the curve" in meeting the mandates of One-Stop.

The Self-Help Resource Center at



Job Council of the Ozarks is a "One-Stop" service that meets the needs of the area's job-seeking population by fostering a "user friendly" environment and providing a "seamless delivery" of flexible services.

The use of high-tech hardware and software, lists and publications, and staff trained in the latest "One-Stop Shop" and national LMI strategies, is key to the reported high degree of customer satisfaction. Consisting of six IBM PCs, 10 software packages, laser printers, fax machines, jobs bulletin board, floppy diskettes, high-speed copier access, a reference library and resume quality paper, the Center gives customers a variety of service options from which to choose. These include access to either paper or electronic job listings, software options for resumes or cover letters, faxing to employers, and access to over 500 internet web site addresses researched and listed by Self-Help Resource Center staff. These sites include many government and commercial job listings, online human resource assistance, job search techniques and educational resources. Programs to assess job skills, training courses, college scholarship criteria and even electronic filing of federal student loan and Pell Grant applications are also available.

Recent additions to the array of available services inspired by written surveys and verbal feedback methods include greater access to on-line sites through the use of local employer internet addresses, a larger library of reference books for resumes and internet search techniques, and written "tips" for using available software. The staff has even used the One-Stop and

self-help philosophies to "open up" other Job Council services, such as participation in the weekly Job Club networking seminar, and Job Seekers, Resume Writing and Contemporary Workforce Concepts workshops to customers who normally would not be eligible.

Feedback from past and current customers indicates that the Center is filling a void in the community. The results of verbal and written surveys show that over 80% of users utilize internet and resume resources, and 96% of them consider the Self-Help Resource Center a quality resource. They even reflect that 76% of users would pay for the services at Job Council as a preferred alternative to commercial sources. The ease and timeliness of getting the information, training or assistance they need has helped 349 secure the employment they were seeking, and another 168 locate the job training or counseling they needed for a brighter future. This represents 81% of customers finding employment and training to fit their needs. These services have had a profound impact on the lives of SDA 8 residents and represents tens of thousands of dollars in saved public assistance funds, giving many families the income they need to survive, the pride of self-sufficiency, and the knowledge that they can help themselves in these situations.

SDA 9's Universal Challenge

Center Central Ozarks Private Industry Council's (COPIC) Universal Challenge Center is now fully operational. The personal and professional development training center consists of a 1,250 square foot conference/meeting center, a challenge course, and high and low ropes courses located on twenty acres



of woodland between Rolla and Salem. The focus of UCC is the utilization of a high and low elements ropes/initiative course as an outdoor "classroom" filled with hands-on learning experiences for groups. Strategically placed outdoor elements challenge participants to learn more about each other, to communicate as a team, to solve problems, and to learn to trust each other (pictured below).



The facility is utilized as part of COPIC's normal service provision through the Job Training Partnership Act (JTPA), and on a scheduled per user fee basis. The program was designed to assist COPIC's customers to become more employable, ultimately gaining quality, long-term employment. The course is also open to public use by corporations, schools, clubs, teams, and anyone wishing to receive quality training in personal and professional development.

During this past June, the UCC hosted Summer Youth Employment Program (SYEP) participants. Youth from all over SDA 9 participated in ground-level activities which helped them learn

teamwork and follow instructions. Later, they participated in above ground activities, such as climbing, zipping, and repelling, using the high ropes course. Participants reported that they enjoyed all the challenges they faced during their day at UCC, and that they had lots of fun.

The COPIC Board of Directors approved construction of the course earlier last year, and construction began in July of 1997. It

was built and has been maintained to national safety standards, as set forth by the Association of Challenge Course Technologies. Safety is the number one priority of UCC. Course facilitators were rigidly trained and will be retrained annually for quality certification.

The UCC promotes success for any group of adults, teens, or children. Training experiences can be customized to meet the specific needs and goals of any group. Training programs range in length from one day to multi-year commitments to ongoing training.

Basic Work Readiness Program

**SDA
10**

Between August 1997 and June 1998, SDA 10 piloted a Basic Work Readiness program in six counties. Of the 387 referred, 117 completed (51%). Of those, 79 have gone to work in unsubsidized employment. Those who did not complete either did not return or were dismissed due to failure to comply with class rules, completion of homework assignments and other agreements stipulated in a signed contract for participation. Persons dismissed are always invited to start over in a subsequent class.

In July 1998 the program received the Missouri Employment and Training Association Program of the Year award. The model has been shared broadly within the JTPA system and among other employment and training partners in Missouri.

The program was a result of a 7-month, critical JTPA staff review of its life skills class curricula which had been increasingly less effective with customers seeking JTPA services. Influenced by the Harlem STRIVE program that emphasizes the "tough love" approach, Basic Work Readiness was designed to be a worksite, not a classroom. It had a boss, not a teacher or an instructor. For many customers, this became their first experience at a real job.

The BWR classes are offered at least every eight weeks in each county. The session is four hours a day for the first three weeks. The last hour of each day is spent for one-on-one case management. Afternoon activities vary by customer need, but might include ABE classes, registering with Employment Security, obtaining documentation for I-9 requirements, career exploration and job contacts. The commitment requested is for the customer to make very positive lifestyle changes.

Quotes from participants of the Basic Work Readiness Program:

"I've learned that the 'poor, poor pitiful me' doesn't cut it in the work field."

"I have learned how to be more assertive, how to express a bad trait in a good manner and how to put myself in an employer's perspective."

The Fort Osage Summer

**SDA
12**

Program combined work-related enhancements and supervised work experience for 27 students who were enrolled in the program. The

Full Employment Council oversees the program and certifies participants. The youth who were targeted have a history of failure in academic and/or employment settings and were in need of training and support to help them become successful in the adult work world.

Youth participated in 42½ hours of work-related enhancements throughout the 175-hour program. Participants gained jobs to careers and life skills training in a classroom setting, which used the work-related enhancement curriculum as well as an innovative social skills curriculum.

The curriculum included Survival Skills Training components, such as: Respecting Ourselves and Others; Planning and Reaching Goals; Communicating with Others; Advancing; Work and School; Understanding Legal Rights and Responsibilities; Getting Ready for Employment; Keeping a Job. The curriculum also included such Social Skills Training components as: Listening; Dealing With Feelings; Using Persuasion; Responding to Failure; Problem Solving; Setting Priorities; Dealing With an Accusation; Keeping Your Composure; Dealing With Group Pressure; Gathering Information; and Getting and Keeping a Job.

Participants received instruction in using the *Missouri Works* job search program, which provided them the opportunity to experiment with internet access. As part of their labor market training, youth

were shown how to research vocational choices on the computer and to determine the requirements for employment in different occupations.

The Full Employment Council developed jobs for participants based on their interests, abilities and aptitudes. A job coach provided feedback to youth in regard to their job performance and assisted them in making the transition from school to work. The 27 program participants had a 90 percent attendance rate and 80 percent earned a grade of C or better.

Work Connections Center—Out of School System Demonstration Project

**SDA
14**

In June 1997, the WCC received notification that it had been awarded a second year on the Department of Labor One-Stop System Building Grant. The grant was divided into four sections, one of which focused on the development of an out of school youth program which concentrated on the provision of school to work activities. The project developed by the WCC was designed to make the resources available at the WCC more accessible to out of school youth. The WCC staff are dedicated to youth programming and have years of experience developing and delivering programs addressing the needs of youth. They have also been heavily involved in the development and operation of local School to Work initiatives.

Staff used information obtained from a youth focus group conducted in August, 1996, which said youth were interested in interest testing, resume skills, job search skills, hands-on internet training, job keeping skills, interview techniques, and

computerized job bank. The program began in October, 1997, and included a three week specialized training program combining career exploration, job search and job keeping skills training with computer specific training on WordPerfect, Quattro-Pro, and the internet. The training program is followed by a work experience component in the youth's chosen occupation.

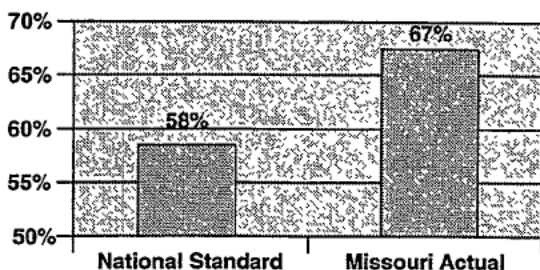
The project utilizes the WCC job development team for interviewing practice and placement assistance. Additionally, the out-stationed Employment Service Technician conducts a training component on utilizing Missouri WORKS as a job search tool. The ES Technician works closely with the WCC staff to provide placement assistance. At completion of the three week training, youth with perfect attendance receive a \$100 bonus. All training program participants receive a certificate of completion. The WCC served 31 during the four sessions offered. 100% completed the three week training program, with all but two having perfect attendance. As of 06/30/98, 24 of the 31 youth who completed the training course obtained employment at an average wage of \$7.21 per hour. The entered employment rate for this program was 77%—far above the state performance standard of 49%. Some of the youth commented:

- "This is a wonderful program for everyone, no matter what your age. It gives a broad understanding of things you had no clue about."
- "I really enjoyed the workshop. It was interesting in the way it was taught, not just talked at. The classes were not huge where no one would notice if you weren't there."

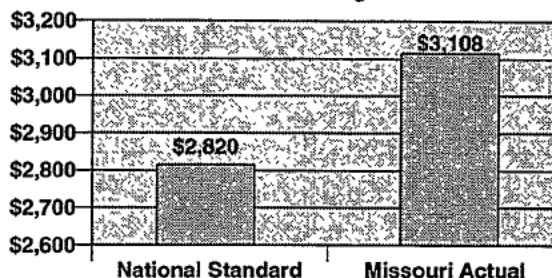
PERFORMANCE MEASUREMENT IN MISSOURI

In PY'97 all Title II adult and youth and Title III Governor's adjusted performance standards established for JTPA by the Department of Labor (DOL) were exceeded.

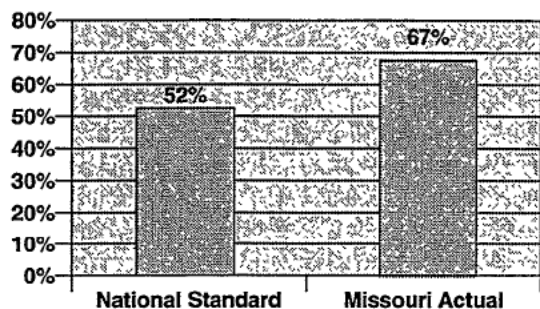
**PY 97 Adult Post Program
Employment Rate**



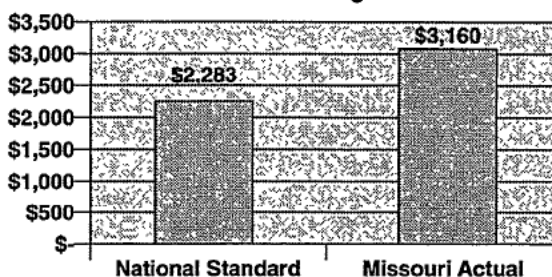
**PY 97 Adult Post Program
Earnings**



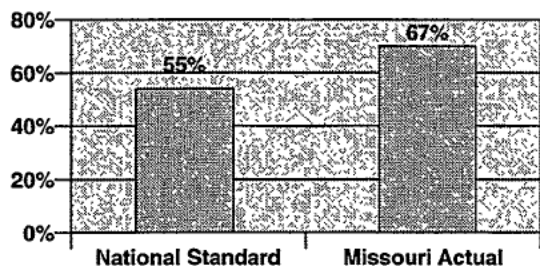
**PY 97 Welfare Post Program
Employment Rate**



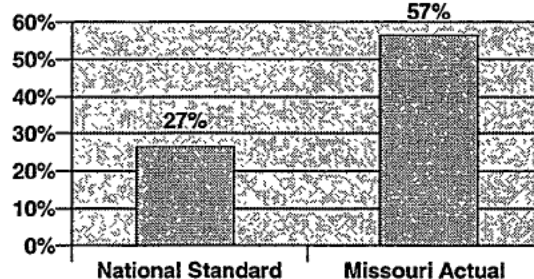
**PY 97 Welfare Post Program
Earnings**



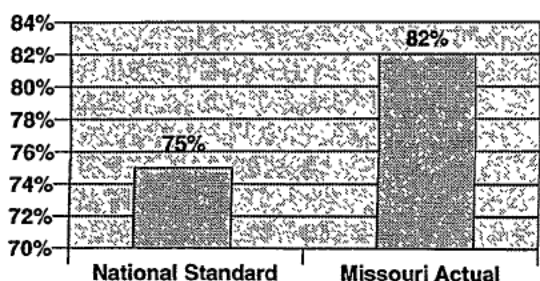
**PY 97 Youth Entered
Employment Rate**



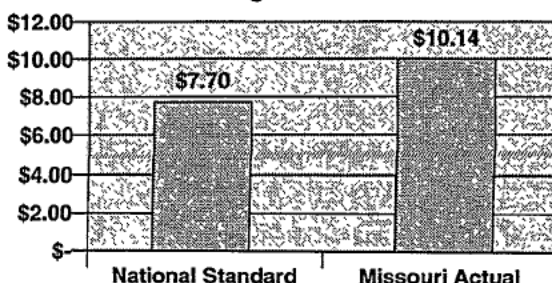
**PY 97 Youth Employability
Enhancement Rate**



**PY 97 Title III Entered
Employment Rate**



**PY 97 Title III Average
Wage at Placement**



OUTCOME MEASURES

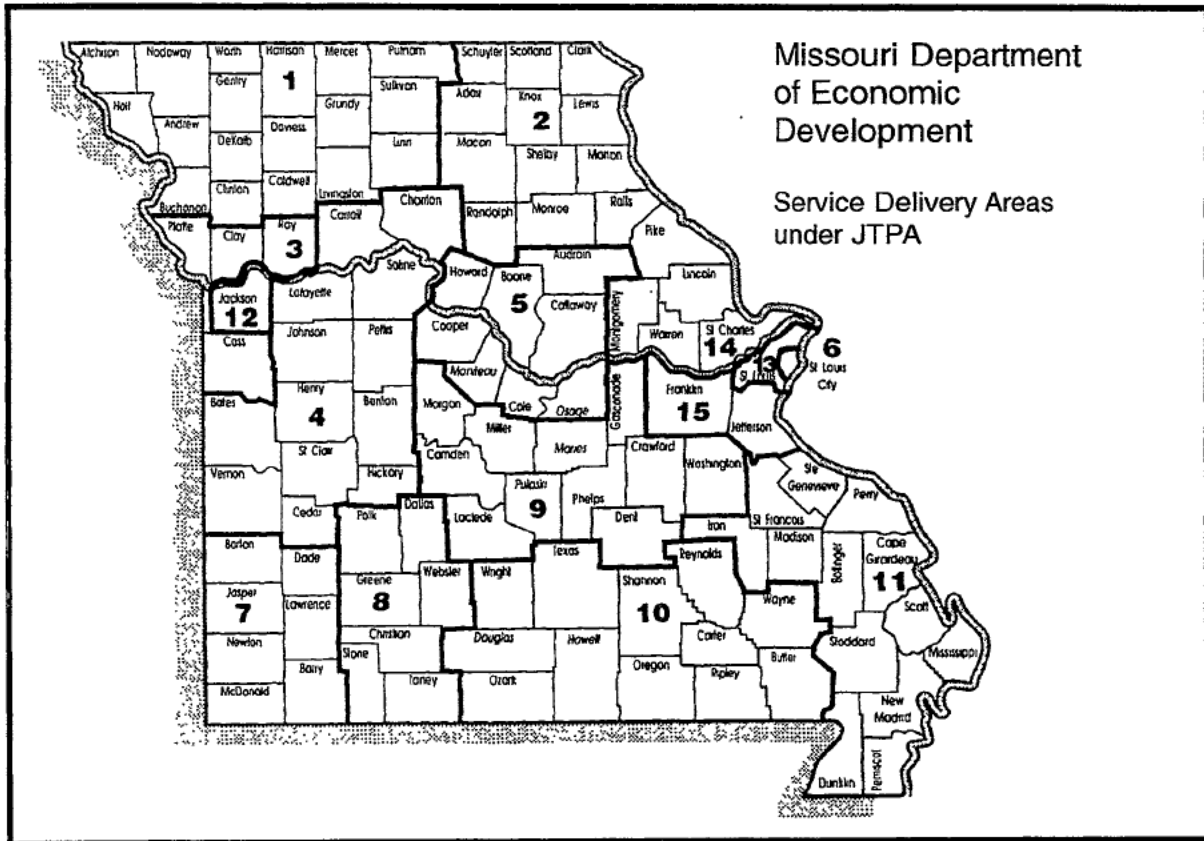
In response to a request by the Governor, the Missouri Training and Employment Council developed these four outcome measures to assess the effectiveness of Missouri's Workforce System. These measures are part of an action plan which will chart achievement of outcomes in relation to the Department's strategic plan and the "Missouri Show-me Results". This, coupled with the University of Missouri's return on investment model, will show the benefits of the workforce development system to individuals and to Missouri.

Outcome Measure	FY 98 Target	Projected YTD Performance	Actual YTD Performance	Difference	% Difference	Is Difference Significant and a Trend?	If yes, list most important root causes
Increase the number of people who got a job	5,898	5,898	6,268	370	+6.27%		
Increase the number of people obtaining a job at a higher wage	2,968	2,993	3,614	621	+20.75%	Yes	DOL agreement to use Direct Placements; Shortage of workers in labor market; this could change with economic downturn
Increase the number of people who move from below to above the poverty line	4,809	4,830	5,036	206	+4.26%		
Increase the number of people who remain employed for 12 months	4,444	4,444	5,049*	605	+13.61%	Yes	Shortage of workers in labor market; this could change with economic downturn

*PY'96/FY'97 terminees who remained employed at 12 months

SERVICE DELIVERY AREAS IN MISSOURI

There are 15 local service delivery areas where JTPA programs are offered.



PIC OFFICE LOCATIONS

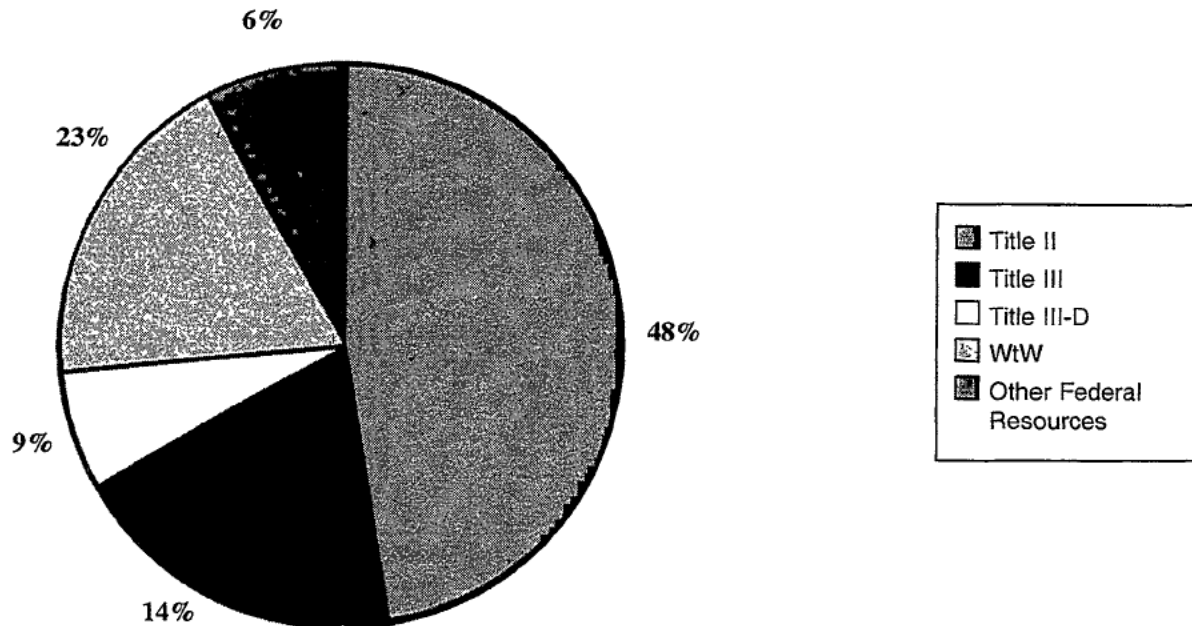
1. Trenton	6. St. Louis City	11. Cape Girardeau
2. Paris	7. Joplin	12. Kansas City
3. Kansas City	8. Springfield	13. Clayton
4. Sedalia	9. Rolla	14. St. Peters
5. Jefferson City	10. West Plains	15. Hillsboro

The Administrative Entity (AE) is the local organization that administers the JTPA plan in a service delivery area.

SDA	Administrative Entity Office	Administrative Entity Director	Private Industry Council Chair	Chief Elected Official
1	North Central Missouri College	Betty Trimble (660) 359-3622	Ross Woodburg	Eva Danner
2	SDA II PIC, Inc.	Michael Shepard (660) 327-5125	John I. Wilson	George E. Lane
3	Full Employment Council, Inc.	Clyde McQueen (816) 471-2330	Jeffrey Comment	Kay Waldo Barnes
4	Workforce Development Board of Western Missouri, Inc.	Harlan McGinnis (660) 827-3722	Kenneth Graves	Larry Peters
5	Private Industry Council SDA 5, Inc.	Jim Marcantonio (573) 634-7325	Mary Waters	Karen M. Miller
6	St. Louis Agency on Training & Employment	Valerie Russell-Davis (314) 589-8000	Robert Spinzig	Clarence Harmon
7	SDA 7 Private Industry Council	Neal Ball (417) 782-5872	Jerry Sitton	Ben Johnson
8	Job Council of the Ozarks	Robert E. Simpson (417) 887-4343	Carol Johnson	Darrell Decker
9	Central Ozarks Private Industry Council	Janet Vaughn (573) 364-7030	James R. Dickerson	Robert Simpson
10	Ozark Action, Inc.	Patricia Lindeman (417) 256-6147	Garland Barton	Leo Warren
11	Southeast Missouri Private Industry Council	Ron Swift (573) 334-0990	Ben Bradshaw	Gerald Jones
12	Full Employment Council, Inc.	Clyde McQueen (816) 471-2330	Richard Montgomery	Ron Stewart
13	Work Connections of St. Louis County	Don Holt (314) 389-9940	Virginia Kirkpatrick	Buzz Westfall
14	Work Connections Center	Marvin G. Freeman (314) 441-2422	Patricia Schacher	Joe Ortwerth
15	Office of Job Training Programs	Shirley Wilson (314) 789-3502	John Rhodes	Gene Scott (Franklin County)
				Samuel Rauls (Jefferson County)

(as of May, 1999)

JTPA, WtW, AND OTHER FEDERAL FUNDING IN MISSOURI



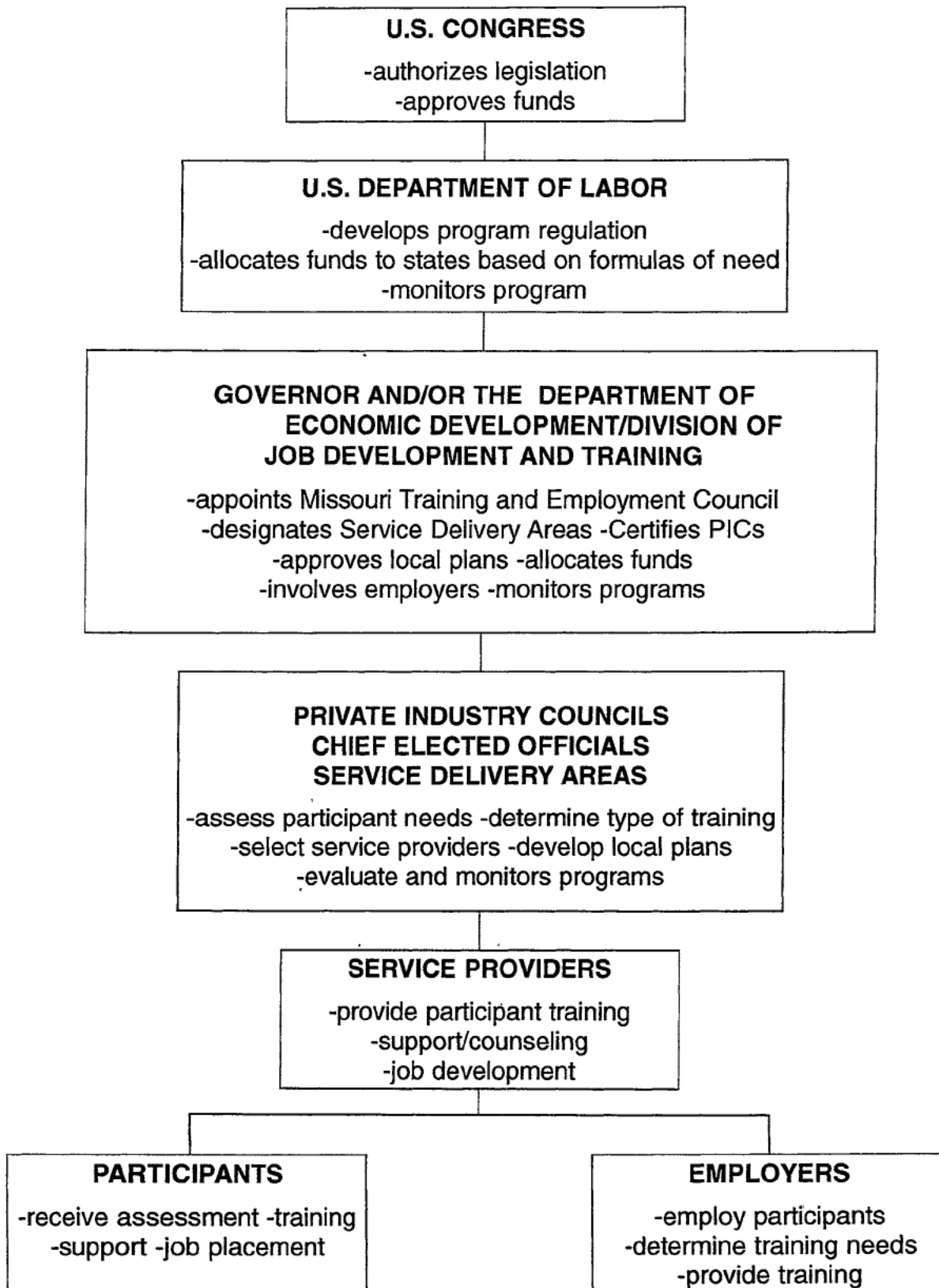
Title II	\$40,684,355*
Title III	\$11,502,155**
Title III-D	\$ 7,217,775
Welfare-to-Work	\$19,767,398***
Other Federal Resources	<u>\$ 5,480,939</u>
TOTAL Resources	\$84,652,622
available in PY'97	

* Of this total, \$37,662,281 was allocated to the SDAs by formula for adult, youth, and summer youth services.

** Of this total, \$7,152,145 was allocated to the SDAs by formula for dislocated worker services.

*** Of this total, \$16,802,296 was allocated to the SDAs by formula for Welfare-to-Work services.

JTPA FUNDING FLOW—PY 1997



GOVERNOR CARNAHAN AND MTEC RECOGNIZE JTPA ALUMNI AWARD WINNERS

Each SDA recognized several of their successful PY'97 alumni and their achievements at the Annual Governor's Workforce Development Conference. Fifteen special alumni, one from each SDA in Missouri, were honored. These award winners overcame adversity and are now contributing to Missouri's economy and quality of life.

When **Christie Swalley** (pictured below with JTPA Career Consultant, Kim Mildward) came to the Northwest Workforce Development Center in July of 1996, she was a friendly and energetic married mother of four, hoping to fulfill her dream of becoming a registered nurse. With the help of JTPA, Christie completed the RN program at Southwestern Community College in Red Oak, IA. She made time to volunteer at the public health center and the middle school, yet still made the dean's list. Christie is currently a Registered Nurse at St. Francis Hospital in Maryville.



Lisa Palmer was a single mother of two small children getting by on a low wage job and food stamps and Medicaid. She overcame childcare problems, lack of support, and depression to graduate from a practical nursing program. Lisa secured an \$11.00 an hour job as an LPN and has time to spend with her children. With the

assistance of services through JTPA, DFS, and Pell Grant funding—and her willingness to work hard—Lisa achieved her goal of self-sufficiency.

At 56 years old, **Ann Arrendondo** decided she could start again. Distraught over the termination from her job of 17 years, she contacted the Full Employment Council to begin a new career in computer operations. The FEC worked with Penn Valley Community College to enroll Ann in a course in Microcomputer Training. After diligently struggling through the program, she obtained a position at Marketing Technologies which pays \$10.25 an hour. Her determination has kept her with this employer to this day.

Janet Taylor wanted to become a nurse ever since she was five years old. With JTPA tuition assistance, she graduated from the first graduating class of St. John's School of Nursing of Southwest Baptist University and got a well-paying job at Citizen's Memorial Hospital. Janet says: "For the first time in our married lives, my husband and I have health insurance, dental insurance, a savings account and a promising future. I have nearly tripled my wages since becoming a nurse and my family and I are no longer in any type of governmental assistance."

Olivia Ah Hee epitomizes continuous improvement. Trapped in low-wage, dead-end jobs, she was a single mother with four dependent children and had

dropped out of school in the 9th grade. By way of assistance from SDA 5 Private Industry Council, she got her GED and was accepted to Metro Business College. Olivia mastered the subjects there and became president of the American Medical Technology Student Association. After graduation (with a 3.51 GPA), she began work at OB-GYN & Associates, and is working toward earning her certification as a Registered Medical Assistant.

Renee Dickerson was a high school dropout with practically no work experience—she had been a welfare recipient for 15 years. But she did have perseverance. She took an Adult Basic Education course through JTPA and kept trying and working at the SDA6 Learning Lab until she achieved her GED. She then enhanced her typing and word processing skills to help her obtain employment, gain financial stability, and be able to support herself and her child. After completing her training, she was hired by a training vendor and now works as a teacher's aide.

Susan Marti is a forty-year-old mother of three children. Like so many divorced moms she doesn't receive regular child support from the children's father, so making it on low-wage jobs was tough. With a good work history, she just needed help getting formal training to attain a career in medical records. The SDA7 Private Industry Council helped her enroll in the Medical Records Technology Program at Franklin Technology Center. As expected, she excelled in grades and

attendance—even while going to school full time. She has already received a raise. Says her JTPA advisor: "I am very proud of Susan's success in bettering herself."

Starr Cole was forced into the workforce after her husband's heart attack. Knowing she would need marketable skills, Starr completed both a Business Technology Program and a Practical Nursing Program. After graduating as Salutatorian, she soon found work as a nurse. She is not finished learning, though, and is planning to pursue an RN degree. Starr's success was the result of her determination, and good interagency coordination between the Division of Family Services, Job Council of the Ozarks, and Gibson Technical Center.

"For the first time in our married lives, my husband and I have health insurance, dental insurance, a savings account and a promising future. I have nearly tripled my wages since becoming a nurse."

- Janet Taylor

Rebecca McCleary's story could be titled "How to go from earning \$5.75 an hour to earning \$13.80 an hour." Pursuing an interest she discovered as a

volunteer at a hospital, Rebecca applied to the Respiratory Therapy Program at Ozarks Technical College. With the help of the SDA9 Work Connections Center, Rebecca finished the course (*commuting 120 miles a day*) and secured a lucrative job as a Respiratory Therapist with Cox South Hospital. Rebecca McCleary is an excellent example of what can happen when a hard working individual joins with Missouri's Workforce System.

Stephanie Huckabee came to Ozark Action, Inc. seeking training for a job that would provide a living for her, her daughter, and the two children she took care of. She knew earning her GED was

the first step toward getting off of public assistance. Training through SDA10/Work Connection's Basic Education Program, Basic Work Readiness Program, and Pre-Employment Work Experience gave her the education she needed to become a full-time employee—with benefits—of Systems and Electronics, Inc.

To obtain her goal of being self-sufficient, **Sheila McCord** came to JTPA. She needed supportive services to help her through the nursing program at Mineral Area College. It had been an especially rough time after losing her father, but she was determined to make a livable wage for herself and her son. Now a licensed RN with SEMO Medical Health Center, she makes \$2,324 a month and has "a stability in life [we] did not have before."

Andrea Wyrick had to face the emotional hardship of supporting her two children on her own after her husband was sent to prison. She decided to go to the Full Employment Council and attended job search classes. Through FEC's job matchers, she secured a \$9.00 an hour job as a title searcher. Happy in her new job, she has moved out on her own and is close to finalizing her divorce.

I hope there are other single young women out there who are willing to accept the help [JTPA] can provide and someday be as happy as I am."

- Lisa Sharber

Torraquai Walker came to the SDA 13 Workforce Development Center wanting to learn computer software applications. To build her academic skills, she attended ABE classes. Soon after she entered a Business Office Technology course, which she completed two months ahead of schedule. This was coordinated with a

Youth Competency component, which taught her about the labor market and career planning. **Tori** is now a full-time Account Processor with Mercantile Bank in St. Louis and is doing very well. "Her positive attitude, willingness to take advice, strategic use of services available, and commitment to achievement have earned her much success."

When **Lisa Sharber** came to the St. Charles County Government Center, she had no driver's license, no reliable transportation, and was existing on Temporary Assistance for Needy Families and Food Stamps. As a single parent, she knew she needed to improve her job skills so she could support her children. Working with case managers, she enrolled in a Computerized Office Technology program. After continuing the program with excellent attendance, she was hired by Edward Jones Investments. She is now a full-time secretary with the Field Supervision Department. Lisa sent a letter thanking the various agencies who helped her, explaining what it meant to finally be able to buy her children school supplies and pay her bills at the same time on her own.

After hearing about the JTPA program, **Theresa Boyer** realized she could receive help toward financial security for her family. Through SDA 15, she enrolled in Jefferson College's Accounting Technology Program. In addition to the constant studying and dedication she put into her vocational program, Theresa also worked through the JTPA Work Experience program while attending classes. She graduated with honors and immediately secured a full-time position as a full-charge bookkeeper with Surdyke Harley Davidson.

GOVERNOR'S RECOGNITION FOR EXCELLENCE

On October 16, 1997, recognition was made of effective strategies and best practices throughout the workforce development system at the Missouri Training and Employment Council's Annual Conference. The five competitive categories are based on the Malcolm Baldrige National Quality Awards model for continuous improvement. The Special Achievement of Excellence recipients epitomize the outstanding performance in the workforce development system in PY'97.

LEADERSHIP

Winner—Labor Market Area 1
Interagency Team

SDA 1 Private Industry
Council/North Central MO College

The Interagency Team provides leadership by establishing clear, measurable goals for each site, and developing an appropriate oversight system to monitor progress. Operational teams in each of the three sub-regions are responsible on a day-to-day basis for the integration of services at the centers. Though these operational committees have relative freedom in problem identification and resolution, the Interagency Team is involved in process analysis and final review.

The Interagency Team provides leadership by equipping staff with the skills, tools, and knowledge they need to be successful, and the help they need to be successful, and help their customers be successful in this new environment. Through the effective utilization of the capacity-building funds, and with the able assistance of Missouri Training Institute, the Interagency Team has provided an ongoing cross-training experience for all partners including such diverse topics as: True Colors, Steven Covey's *First Things First*, Dealing with Difficult Customers, Managing Diversity, and many others. The expectations of integrated services and

a customer-driven system are reinforced through every one of the training opportunities, and through resource allocation and problem-solving.

The Interagency Team provides leadership by forward-thinking and creative thinking. They have devoted a significant portion of their time over the past year preparing contingency plans for the future of these One-Stop Workforce Development Centers; there is a unanimous commitment to sustaining the sites after US DOL funds are depleted. A final Sustainability Plan was offered to the One-Stop Executive Team in June for their consideration, with an offer to serve as a pilot for a shared revenue system. The Interagency Team is now able to assume a proactive stance to special funding opportunities that arise for any partner.

The Interagency Team provides leadership by accepting the responsibility to utilize resources effectively—including public funds and staff time. The movement toward integration of services is embraced by employers as a move past due. They, and we, consider this effort socially responsible. The commitment to prospering communities is shared by many in the community; Interagency Team members serve in various capacities throughout their communities to advocate integration of effort. Some of these are: Chamber(s) of Commerce, Caring Communities Partnerships, Job Service Employers Partnership, Private Industry

Council, Community Partnership—St. Joseph Youth Alliance, Coordinating Councils, and Self-Sufficiency Teams.

The Interagency Team provides leadership by building consensus among diverse workforce groups with the result being improved customer service.

CUSTOMER FOCUS AND SATISFACTION

Winner—Southeast Missouri Private Industry Council (SDA 11)

SDA 11 has successfully established and implemented its one-stop Work Connections career center utilizing the widely recognized one-stop concepts of universality, customer choice, integration of services, and accountability. Co-location of service providers and employment/training services has been a basic tenet of the PIC's Work Connections service strategy. The following organizations and programs provide services through co-location at the Work Connections Center located at 760 S. Kingshighway in Cape Girardeau: Division of Family Services FUTURES, Division of Child Support Enforcement, East Missouri Action Agency, SPIRALS Job Training Program, Missouri Jobs, Employment and Training Program, PIC Administrative Entity.

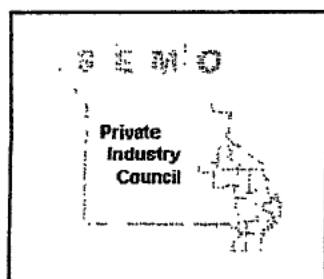
The centerpiece of the Work Connections Center is a 5,000 square foot suite dedicated to job seeker customers. Customers seeking employment-training

services enter the Center and are greeted by one of two assistants whose only duties are to assist customers in accessing the

services they are seeking. The Center offers eight internet-accessible computers to customers. Customers, with the help from Career Assistants, can learn more about their interests and aptitudes using CareerScope assessment software, learn how to use Word, Excel, Access, and Power-Point programs through tutorial software, prepare and print a resume, receive work readiness instruction by using Workforce Coach software, receive instructions on and take typing tests, conduct an electronic work search using Missouri WORKS!, investigate occupations and post secondary schools using multimedia CHOICES, receive job search guidance using "What Color is Your Parachute?" multi-media software, in addition to receiving more intensive services through JTPA and other program enrollment. Customers can access the PIC's website at www.job4you.org. A supervised on-site children's playroom encourages our customers to bring their children if necessary while using our Center.

Another special feature of the Work Connections Center is our "Career Closet." In the Career Closet, customers who get interviews or jobs and who may be in need of appropriate clothing can "shop" free in a boutique of business attire and accessories donated by the community.

The PIC's Work Connections Center, which is designed to be user-friendly and responsive to our customers' needs, has helped the PIC to achieve exemplary outcomes for the year. By the State's measuring process, the Southeast Missouri Private Industry Council has exceeded every federal performance standard and Governor's Outcome Measure. These performance levels rank SDA 11 and the Southeast Missouri Private Industry Council at or near the top when compared to all other SDAs in Missouri. We are understandably proud of this



performance and have established even higher goals for our system for the next year.

INNOVATION

Winner—St. Charles County Government Work Connections Center One-Stop Demonstration Grant

Internet and Technology-Based delivery of One-Stop Unassisted Services

The Work Connections Center developed a Distance Learning Center (DLC) which allows it to receive satellite broadcasts for itself, One-Stop partners or business paying customers. In addition to the purchase of the hardware required, the center was renovated with new carpet and furniture to minimize noise interference. WCC customers have utilized the system for interviewing with prospective employers in other areas. Currently, WCC staff are identifying other uses for the center including: marketing its use to employers, identifying satellite downlinks for WCC use, etc.

Additionally, the WCC used grant funds to support the development of a local One-Stop System Work Web Site (<http://www.work-connection.org>). The web site emphasizes the local partnership activities and is designed to be interactive. Both employer and job seeker customers are targeted. Employers can review the WCC Minibytes list of job seekers to identify those individuals whose work experience matched their hiring needs. This list is updated monthly and is currently also mailed to over 600 local businesses. Additionally, the web site is used to promote the availability of the One-Stop System resources and

workshops to paying customers. Web site work continues on the availability to submit applications and job orders on-line.

Universal services to specific customer segments/One-Stop Connectivity to School-to-Work Projects:

This project provided three weeks of intensive computer and job seeking skills curriculum combined with intensive job search to youth who were out of school. The results of this project have exceeded all expectations. Since the first class in October, 1996, the project has served over 63 youth (the initial goal was 30 students). Of the 63 total youth served, 77% entered employment at an average wage of \$7.31 per hour. Although a paid Work Experience component was built into this project, most of the participants obtained unsubsidized employment, resulting in far less expenditures in this category. These funds were used to continue to provide the course through June, 1998.

The project is closely coordinated with a local School-to-Work project which focuses on the at-risk population. Those out of school youth who are drop-outs are jointly enrolled in this project and working toward attaining their GED. As a part of the One-Stop Partnership with the Division of Family Services, the WCC provided the course to 14 adult welfare recipients using a summer intern at no cost. In addition to the curriculum developed for the out of school youth, the intern also incorporated more computer time into the project. Some of the materials she implemented are now being used for the youth in response to survey answers requesting more computer time.

Fee for Services

Fee for service activities which have occurred include renting equipment purchased with county funds to small incubator businesses, offering evening workshops to paying customers, allowing individual job seekers to purchase space in Minibytes, leasing space, and the development of resume packages for customer purchase. Key to the development of fee activities has been identifying staffing needs and ensuring staff are available to provide the services advertised. With the installation of video conferencing equipment, the WCC will begin renting meeting space to local government and other business organizations. WCC continues to conduct a fee analysis for the establishment of a fee scale for such building/equipment usage.

Application of Quality Methodologies

The St. Charles County Lawton Team completed the final job seekers report in December, 1996, and began an analysis of business customer needs in PY 1997. The plan for the business customer needs analysis was presented to the local One-Stop Interagency Team in November, 1997 for implementation in December and January. A survey of business customer needs was conducted in December, followed by focus group discussions in January. The final report was delivered to the Workforce Development Board in April, 1998.

WCC staff continue to participate in internal workgroups which tackle such issues as workshops, policies and procedures, and customer needs. These groups meet regularly to continue the improvement process begun with the One-Stop initiative. The SDA continues to survey applicants and participants at various stages of program involvement.

Results of the surveys are shared with all staff.

The innovations described above have allowed the SDA to achieve excellence in the delivery of a variety of service strategies inherent to One-Stop activities. These new and creative ways of serving the workforce customers go a long way in meeting the challenges of integration faced as our systems continuously evolve.

COLLABORATION AND INTEGRATION

Winner—SDA 10 Workforce Development Board and Missouri WINS Partners

Collaboration on a One-Stop environment characterized the culture of developing the workforce initiatives of SDA 10 in PY'97 sponsored by the *SDA 10 Workforce Development Board and the Missouri WINS Partners*. Collaboration (and, to an extent, integration) have been long-standing efforts within SDA 10, though recent State and Federal initiatives have strengthened both commitment and momentum. PY'97 successes in collaboration and integration of services are demonstrated by the following:

Basic Work Readiness Activities

DFS and JTPA Work Connections jointly built a strong Basic Work Readiness program that met the needs of both entities. The new course was designed by Ozark Action Work Connection staff and received 387 referrals during the year. Work Connections actually served 231 welfare and JTPA customers during the year. BWR involved joint case management between DFS and JTPA, depending on the activities provided each participant. Monthly staff meetings were held between the DFS and Work.

Connections staff involved with the program participants. The program, originally designed for 3-4 weeks, was later expanded to include work experience placements and job search in conjunction with Adult Basic Education, because of the DFS need for five hours or more per day of required activity. This led SDA 10 Work Connections to the development of the 7 and 12-week programs.

Parent's Fair Share began to participate in BWR referrals and Welfare-to-Work, as of late spring 1998. Effective late 1998, PFS plans to outstation one staff at Ozark Action's West Plains office to better coordinate referrals and subsequent services. Parent's Fair Share is waiting on the approval of a full time employee from their state office.

With limited staff, BWR could serve more counties and customers through larger classes. Transportation, however, was a serious customer barrier, and Ozark Action Head Start began to loan out-of-service vans to transport welfare customers from central pick-up points to the classroom location. Community Services Block Grant staff of Ozark Action have begun to provide a 12-hour Better Employment Skills Workshop immediately prior to BWR. This not only assisted in the hours needed by DFS for work requirements but also provides some foundation on which BWR instructors can build and allows greater BWR time allocation for job retention focus.

In June, 1998 SDA 10 Work Connections decided to pilot an integrated staffing structure that is aimed to provide single point of contact with employers for multiple job training and employment referrals. This "employer representative" approach will utilize Division of Employment Security staff, working with

employers in the primary labor centers of Poplar Bluff and West Plains.

Outreach Services in Remote Counties

Mobile services provided one day per week in the western counties of SDA 10 by the JTPA-contracted Employment Security Technician resulted in registering 50 persons for employment. Worker-profiling was completed for 53 in outreach locations (also Work Connections Missouri WINS satellite sites).

Through an expanded agreement with the Adult Basic Education Centers, testing of basic skills, required for JTPA and by DFS for its work programs, is provided by the ABE centers. DFS has provided contractual payment for some services while JTPA has provided equipment and furniture in the more remote ABE locations (tables, chairs, testing supplies and computers).

Workforce Development System/One-Stop Integration

Integration of services advanced in SDA 10 during Program Year 97 with greater coordination and information sharing. Where dislocated workers access both Employment Security and JTPA, assessment and re-employment plan information is shared to provide a seamless system of service that conserves on the finances and staffing of both DES and JTPA. Joint case management and transferring of case management between entities became a result in the JTPA/DFS Basic Work Readiness effort. A major addition to enable communications is necessary for stronger collaboration and integration of services has been the installation of Internet capacity in Work Connections offices during PY'97. While not complete in all offices, internet was available

in 9 of 14 offices (Missouri WINS satellites) at the end of June, with two other offices in process of obtaining it. Three counties still lack a local provider. Missouri WINS partners have continued progress towards electronic integration with purchases of computers through State incentive funds. At least one computer to service the needs of electronic integration is now available in all but three of 34 Missouri WINS satellite locations.

Inter-agency training for workforce partners continued in PY'98. Over the three years of One-Stop implementation, three massive front-line training programs have been provided involving over 300 staff of the five partner agencies for approximately 18 hours of training, each. Attendance included staff of Employment Security, Family Services, Child Support Enforcement, JTPA, Vocational Rehabilitation, DESE, and Higher Education. Also, included were representatives of Social Security Administration, Green Thumb, School-to-Work and selected Community Action Agency staff involved with workforce development.

At the SDA level, School-to-Work was integrated with JTPA from its inception, with the STW Regional Coordinator and Regional Transition Coordinator working at the Administrative Entity, Ozark Action, Inc. STW pilots, in their second year of operation at three Vo-Tech Schools during PY'97, have had AE involvement as the subcontractor to DESE. The SDA 10 Workforce Board has provided STW project funding, including a match to the DESE Regional Transition Coordinator Grant for FY'98. Multiple representatives of the Missouri WINS partners are members of the Regional STW partnership.

Sub-regional efforts such as Community Partnerships, DFS Self-Sufficiency Teams and Even Start all enjoy the active participation and leadership of Missouri WINS partners.

In October 1998, the SDA 10 PIC changed its name to the SDA 10 Workforce Development Board, which it felt to be more descriptive of its composition, role and thus, more understandable to the public. Responsible for JTPA, the new WtW funds, and the joint JTPA/Wagner-Peyser Plan, the Board also reviews and comments on both StW and Missouri WINS efforts. Collaboration between the Workforce Board and County Government is historically strong and PY'97 was no exception. With 12 Presiding Commissioners in the SDA, an average of 5-7 attend each Workforce Development Board meeting. County partners are active participants and oversight officials. SDA 10 is fortunate to have the sustaining interest and support of its County Government entities.

PRIVATE SECTOR PARTICIPATION

Winner—Central Ozarks Private Industry Council

The Workplace Readiness Program (WPR) is an excellent example of all that can be accomplished when the private sector partners with the Missouri Workforce Development System. The mission of the program is to help improve the basic skills and job specific skills necessary to prepare job-seekers for employment and to provide employers with desirable, qualified candidates for potential employment.

This program was originally developed in Lebanon, Missouri by employers trying to find qualified appli-

cants to fill entry-level positions. These employers decided to develop a pre-employment training program that would provide the opportunity to recruit potential employees and to introduce some of the basic skills necessary for employment during the application process. The program they developed was called the Workplace Skills Training Program.

In January of 1996, our agency was asked to assume responsibility for the program. After surveying area employers, we enhanced the program to create the current Workplace Readiness Program (WRP). We have been assisting employers throughout our eleven county service delivery area (SDA 9) ever since, and we have successfully trained more than 200 people to enter the workplace. The program is now being implemented state-wide and has been promoted throughout the United States. Workplace readiness is a major component of welfare reform. Because the program is short-term and effective, it is a valuable tool for moving people from welfare to work.

The Workplace Readiness Program consists of approximately 100 hours of classroom training. This training includes basic skills such as basic shop math, measurement, blueprint/specification reading, communication skills, and English comprehension. It also includes training in decision making, problem solving, assertiveness, self-esteem, goal setting, time management, and team participation. Occupational Awareness is taught as well, including employer expectations, setting job objectives, the application process, resume writing, job search techniques, interview skills, and job retention. Heavy emphasis is placed on good work habits and work ethics.

Almost all participants improve in the areas of math and English, but the most overall improvements are in the areas of self-esteem, self-worth, and job readiness. Many of the participants feel more confident in their ability to succeed at getting a job and retaining that job. Many also realize the mistakes they are making in their job searches such as making poor first impressions, not filling out applications properly, having poor interviews, and not understanding employer expectations.

Employer participation is an indispensable part of this program. Employers contribute to the WPR Program in so many different ways that it would be hard to list them all. First, employers directly participate in the classes by making presentations that introduce their companies and explain their hiring practices. They also give inside tips as to what impresses them and makes them choose one person over another for a job opening. This is invaluable in giving

The Workplace Readiness Program has been the most rewarding experience for me . . . I have gained back my self-esteem and a feeling of confidence that had been missing in my life for a long time. The class taught me to believe in myself again and that I am still capable of learning. It's something I'll never be able to repay. There is no doubt that I will have no trouble getting a job.

-Patricia Hicks

participants a new perspective on how to better prepare for interviews and present themselves to prospective employers. They also arrange tours of their facilities and contribute financially to the WPR Program.

We repay this employer commitment by providing Employer Specific Workplace Readiness classes. We customize the WPR Program to fit the needs of the individual employer, and in addition to providing the program, we assist with recruitment and assessment. We begin by advertising and promoting the WPR Program on behalf of the employer. Then, we conduct screenings to identify reading and math levels, and we assess aptitudes to assist in matching individuals with jobs. We then coordinate with the employer to select individuals to attend the WPR Program. Training is geared to the work environment of the specific employer, so applicants are prepared to go to work with up-front knowledge of what the job involves. The result of this coordination is an employee with the knowledge and skill the employer is looking for.

The Central Ozarks Private Industry Council (COPIC) is committed to the employers and participants we serve. As a part of the WPR Program, we follow-up with participants and employers to ensure that all available resources and options are assessed in an effort to enhance the potential that the new employee will continue working. We want to reduce turnover and increase job retention.

We coordinate with local agencies throughout SDA 9 as sources of referrals and assistance. Community resource groups like the Division of Family Services, MOCA, Housing Authority, Literacy Council, Probation and Parole, Domestic Violence Prevention, University Extension, Salvation Army, and many others provide opportunities and services to participants who need help with personal circumstances that are typically barriers to employment. We also partner with the Missouri Women's Council to

provide a Workplace Readiness class for women interested in nontraditional occupations.

We know the Workplace Readiness Program is a success because we see our participants working for the employers we have done classes with. But, our participants have also told us the program is working. Patricia Hicks, a past participant, says, "The Workplace Readiness Program has been the most rewarding experience for me, I can not praise it enough. I have gained back my self-esteem and a feeling of confidence that had been missing in my life for a long time. The class taught me to believe in myself again and that I am still capable of learning. It's something I'll never be able to repay. There is no doubt that I will have no trouble getting a job. The certificate is highly thought of by the local employers and what I have learned through Zenger Miller and the program, there is no way I can lose." Patricia is only one example. We have heard similar comments from many other participants, too.

There is no doubt that the WPR Program will continue to partner with the private sector to get people working. Much has already been accomplished through this partnership, and much more is waiting to be accomplished. We will continue to meet the "Challenge of Integration" by bringing employers and participants together.



MISSOURI TRAINING AND EMPLOYMENT COUNCIL Program Year 1997

ACTIVITIES SUMMARY

A number of significant events and actions were initiated by the Missouri Training and Employment Council (MTEC) through its job training and policy advisory roles including:

- Sponsorship of the Governor's annual job training conference, featuring a variety of speakers and workshops.
- As directed by the Governor, developed and recommended four Governor's outcomes and annual goals for the workforce development system.
- Presentations at each meeting by service providers and participants to showcase activities and services such as school-to-work, Missouri labor market information, and UI profiling.
- Encouraging interagency collaboration necessary to apply for a school-to-work implementation grant.
- Providing technical assistance through JDT for SDAs in the implementation of the Career/Multi-Program Centers through Title III Governor's discretionary funds.
- Encouraging the continued interagency collaboration necessary to implement the one-stop planning and implementation grant from DOL.
- Encouraging the implementation of a continuous improvement program, a customer-centered culture and efficiency through the use of facilitation tools by all work groups in developing strategies to implement the workforce development plan.



Governor Mel Carnahan with MTEC Chair Patti Penny

MTEC MEMBERSHIP

Robert E. Bell
Robert E. Bell and
Associates, Inc.
St. Louis

Milton J. Bischof, Jr.
Architect,
BSI Constructors
St. Louis

Ron Breshears
Harmon Industries, Inc.
Blue Springs

Fran Brothers
ABCD Work Connections
Career Center
St. Joseph

Dennis G. Coleman
St. Louis County
Economic Council
Clayton

John E. Dial
Spartan Metal Products
Mexico

James Dickerson
Newspaper Owner
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Joseph L. Driskill
Department of Economic
Development
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George Eberle, Jr.
Grace Hill
St. Louis

Lanny Ellis
Wire Rope Corp of
America
St. Joseph

Edna Freeman
Governor's Council on
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St. Charles

Dale L. Gibson
President,
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Fred Grayson
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Richard Hendin
Boeing
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Food Processing
Sweet Springs

(as of April, 1999)

M.T.E.C.

Abbreviations

AE	Administrative Entity
CBHE	Coordinating Board for Higher Education
DED	Department of Economic Development
DES or ES	Division of Employment Security
DESE	Department of Elementary and Secondary Education
DOL	Department of Labor
EDWAA	Economic Dislocation and Worker Adjustment Assistance
EWP	Experienced Worker Program
GED	General Educational Development
JDT	Division of Job Development and Training
JTPA	Job Training Partnership Act
<u>Title I</u> provides authority and procedures for establishing advisory, policy making, and administrative entities required to carry out the provisions of the legislation.	
<u>Title II</u> provides for the distribution of funds, authorized training activities for eligible youth and adults, and outlines uses of some state-administered funds.	
<u>Title III</u> provides guidelines for the state-administered Worker Reentry Program.	
<u>Title IV</u> provides guidelines for JTPA programs administered on the federal level.	
<u>Title V</u> established employment- and training-related revisions to the Social Security Act and the Wagner-Peyser Act.	
MCTP	Missouri Customized Training Program
METP	Mandatory Employment and Training Program
MJDF	Missouri Job Development Fund
MTEC	Missouri Training and Employment Council
MYSCC	Missouri Youth Service and Conservation Corps
NAFTA	North American Free Trade Agreement
NJTP	New Jobs Training Program
OJT	On-the-Job Training
PIC	Private Industry Council
PY	Program Year
SDA	Service Delivery Area
TAA	Trade Adjustment Act
UI	Unemployment Insurance
WRP	Worker Reentry Program

Acknowledgments

*A special thank you to all who contributed their time
and insights into the development of this report.
Thanks to the Service Delivery Area Directors and
their staff for concisely highlighting the
achievements of their programs and participants.*



Missouri Department of Economic Development

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